

## NOTICE OF MEETING

# CABINET

**Tuesday, 20th June, 2017, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Joe Goldberg, Alan Strickland, Bernice Vanier, Elin Weston and Joseph Ejiofor

Quorum: 4

### **1. FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **2. APOLOGIES**

To receive any apologies for absence.

### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 21 below. New items of exempt business will be dealt with at Item 25 below).

### **4. DECLARATIONS OF INTEREST**

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

**5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS**

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at **Item [22] : Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

**6. MINUTES (PAGES 1 - 20)**

To confirm and sign the minutes of the meeting held on 7<sup>th</sup> March 2017 and 11<sup>th</sup> April 2017 as a correct record.

**7. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

Cabinet to consider the Scrutiny Review and Recommendations of the Adults and Health Scrutiny Panel on Physical Activity for Older People.

Cabinet to consider the Scrutiny Review and Recommendations of the Children and Young People's Panel Scrutiny Panel on Child Friendly Haringey.

The Cabinet Member for Finance and Health & the Cabinet Member for Children and Families to provide the Cabinet responses to these two review findings.

**8. CHILD FRIENDLY HARINGEY - SCRUTINY REVIEW AND CABINET RESPONSE (PAGES 21 - 56)**

Cabinet to consider the Scrutiny Review and Recommendations of the Children and Young People's Panel Scrutiny Panel on Child Friendly Haringey.

**9. PHYSICAL ACTIVITY FOR OLDER PEOPLE SCRUTINY PROJECT (PAGES 57 - 148)**

Cabinet to consider the Scrutiny Review and Recommendations of the Adults and Health Scrutiny Panel on Physical Activity for Older People.

**10. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**11. FINANCIAL OUTTURN 2016/17 (PAGES 149 - 172)**

[Report of the Chief Operating Officer. To be Introduced by the Cabinet Member for Finance and Health] The report sets out the revenue and capital outturn for 2016/17 together with proposed transfers to reserves and revenue and Capital carry forward requests.

**12. PROPOSED RELOCATION OF HIGHGATE LIBRARY SERVICE (PAGES 173 - 188)**

[Report of the Strategic Director Regeneration, Planning and Development and Chief Operating Officer. To be introduced by the Cabinet Member for Adult Social Care and Culture and the Cabinet Member for Corporate Resources.]

The report will set out the proposed relocation of the existing Highgate Library Service to Jacksons Lane Cultural Centre and seek an in principle decision to dispose of existing Highgate site and fund improvements to Jackson lane including new Library space.

**13. AGREEMENT OF DISCRETIONARY BUSINESS RATES RELIEF - REVALUATION SUPPORT SCHEME (PAGES 189 - 228)**

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Economic Development , Social Inclusion and Sustainability.]

Following consultation on options to agree new discretionary business rates relief scheme targeted at businesses that have seen their bills increase following revaluation.

**14. LEASEHOLDER POLICY ON ESTATE RENEWAL SCHEMES (REVISED RE-HOUSING & PAYMENTS POLICY) FOR CONSULTATION (PAGES 229 - 272)**

[Report of the Director for Housing and Growth. To be introduced by the Cabinet Member for Housing Regeneration and Planning]

This paper will include options which can be offered to leaseholders whose properties will be demolished as part of regeneration schemes. This decision involves updating the existing Re-housing and Payments policy for consultation. This updated policy would apply to housing schemes led by the Council and extend to schemes led by Haringey Development Vehicle, and Housing Association schemes where the Council determines that it has a strategic interest.

The policy will also clarify the commitment to tenants, leaseholders and freeholders on re-housing on estate renewal schemes.

**15. ADOPTION OF CONSERVATION AREA APPRAISAL AND MANAGEMENT PLANS FOR NORTH TOTTENHAM, SCOTLAND GREEN, BRUCE GROVE, TOTTENHAM GREEN, SEVEN SISTERS/PAGE GREEN AND SOUTH TOTTENHAM (PAGES 273 - 286)**

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Housing Regeneration and Planning.]

This report seeks approval for the adoption of six Conservation Area Appraisal and Management Plans covering the Tottenham High Road Historic Corridor. Following a six week public consultation, the documents have been amended having regard to comments received. They include recommendations for changes to Conservation Area boundaries.

**16. ADOPTION OF ALTERATIONS TO THE STRATEGIC POLICIES (2013), SITE ALLOCATIONS DPD, DEVELOPMENT MANAGEMENT DPD, AND TOTTENHAM AREA ACTION PLAN DPD (PAGES 287 - 300)**

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Housing Regeneration and Planning.]

The report documents the outcome of the independent Examination in Public into the four Local Plans and advises that these be recommended to Council for adoption as part of the local development plan for Haringey.

**17. DISPOSAL OF THE PROFESSIONAL DEVELOPMENT CENTRE (PAGES 301 - 308)**

[Report of the Assistant Director for Economic Development and Growth. To be introduced by the Cabinet Member for Corporate Resources.

The report will set out the details relating to the disposal of the PDC to the Education Funding Agency.

**18. ESTABLISHMENT OF THE CORPORATE PARENTING COMMITTEE AND APPOINTMENT OF CABINET MEMBERS TO COMMITTEES AND PARTNERSHIPS 2017/18& CONFIRMATION OF THEIR TERMS OF REFERENCE. (PAGES 309 - 348)**

[Report of the Assistant Director for Corporate Governance. To be introduced by the Leader of the Council]

To appoint Members to serve on: a Cabinet subcommittee, Joint Committees, and a statutory partnership body set out below for the new municipal year 2017/18 and to confirm the terms of reference of these Committees:

- Corporate Parenting Advisory Committee
- LHC Joint Committee.
- Shared ICT and Digital Joint Committee
- Community Safety Partnership

**19. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 349 - 358)**

To note the delegated and significant actions undertaken by directors in April and May.

**20. MINUTES OF OTHER BODIES (PAGES 359 - 390)**

To note the minutes of the following:

- Cabinet Member signing on the 3<sup>rd</sup> of April 2017
- Cabinet Member Signing on the 4<sup>th</sup> April 2017
- Leader's Signing on the 4<sup>th</sup> of April 2017
- Cabinet Member Signing on the 4<sup>th</sup> of April 2017
- Cabinet Member Signing on 12<sup>th</sup> April 2017
- Cabinet Member Signing 9<sup>th</sup> May 2017
- Leader's Signing 16<sup>th</sup> May 2017
- Corporate Parenting Advisory Committee 18 April 2017

**21. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at Item 3 above.

**22. EXCLUSION OF THE PRESS AND PUBLIC**

Note from the Democratic Services &Scrutiny Manager

Items 23,24 and 25 allow for the consideration of exempt information in relation to items 12, 17 and 3 respectively.

**RESOLVED:**

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph, 3 &5 ,Part 1, schedule 12A of the Local Government Act 1972.

**23. PROPOSED RELOCATION OF HIGHGATE LIBRARY SERVICE (PAGES 391 - 392)**

As per item 12

**24. PDC (PAGES 393 - 398)**

As per item 17

**25. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items admitted at Item 3 above.

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## **MINUTES OF THE MEETING OF THE SPECIAL CABINET HELD ON TUESDAY, 7TH MARCH, 2017, 6.00pm**

### **PRESENT:**

**Councillors: Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Joe Goldberg, Alan Strickland and Bernice Vanier**

**Also present**

**Councillors : Newton, Engert, Brabazon, Ibrahim, G Bull, Tucker, McNamara, Carter.**

### **201. FILMING AT MEETINGS**

The Leader referred to agenda item 1, as shown on the agenda in respect of filming at this meeting and Members noted this information.

### **202. APOLOGIES**

There were apologies for absence from Councillor Weston.

### **203. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

### **204. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE - DECISION OF THE OVERVIEW AND SCRUTINY COMMITTEE ON THE 2ND OF MARCH 2017 REGARDING MINUTE 184 APPROVAL OF PREFERRED BIDDER FOR THE HARINGEY DEVELOPMENT VEHICLE**

The Leader referred to the agenda which set out that this was a special meeting of Cabinet convened, within the constitutionally required timescale of 5 working days, to re-consider the February 14<sup>th</sup> Cabinet decision on the “preferred bidder for the Haringey Development Vehicle”. This was following the outcome of the Overview and Scrutiny Committee meeting, held on the 2<sup>nd</sup> of March to consider the call in of this key decision.

Councillor Wright, Chair of Overview and Scrutiny, was invited to introduce his report and he spoke in relation to the six recommendations, agreed by the Overview and Scrutiny Committee. These had been compiled following a lengthy meeting which had enabled a full airing of the issues raised by the Call Ins and also allowed representatives attending the meeting from GMB and the Northumberland Park residents association to put forward their concerns.

These recommendations were centred around: protection for all communities, guaranteeing right of return for residents to their homes following development, ensuring the principle of value for money was maintained in the construction exclusivity arrangements, maintaining target rents and 50 % affordable housing provision on sites that are developed, in the partnership agreement, having mitigations in place to deter any blacklisting activities, and ensuring the company arrangement provides local employment opportunities, especially for disadvantaged groups.

The Cabinet Member for Housing, Regeneration and Planning responded to the 6 recommendations as follows:

**Recommendation 1 - That Cabinet make a firm commitment that there be no allocation of any sites to the HDV without a full Equalities Impact Assessment being undertaken for each site.**

Councillor Strickland reiterated that any site given to the HDV would be presented to Cabinet for approval. As the normal procedure for key decisions, the site decision would need to be accompanied by an Equalities Impact Assessment.

**Recommendation 2 - That Cabinet agree that any allocation of Category 1 sites include specific policies, including around eviction, to guarantee a right of return for residents and leaseholders on the same terms and conditions. This is to be agreed with the tenants and leaseholders affected, and to take into account the housing conditions and requirements of those residents.**

Councillor Strickland stressed that, as discussed at Cabinet and Overview & Scrutiny Committee previously, there was a clear commitment on right of return. The leaseholder offer would be different to reflect the different issues facing leaseholders. There was already ongoing regeneration consultation with tenants and leaseholders on the category one sites and as with the Love Lane Estate development, there would also be subsequent detailed consultation on these particular re-housing issues.

**Recommendation 3 - That Cabinet ensure that there is no agreement with any HDV partner without effective arrangements to ensure value for money in respect of any construction exclusivity arrangements, on a site by site basis, including undertaking an independent assessment to demonstrate its value for money to the Council.**

Councillor Strickland clarified that the exclusivity agreement arrangements would not entail a hundred percent of construction contracts being awarded to Lendlease, but a percentage of this construction work they would do themselves.

The exclusivity agreement would also be available to the public in July when the Cabinet consider the overall agreement with Lendlease.

Details of the exclusivity agreement were being compiled with external legal advisers so there would be external advice on the agreement itself. The monitoring of the exclusivity agreement and reassurance that the HDV Company was getting good value for money was a high priority. There would be an independent organisation



appointed to monitor this agreement and also provide an independent assessment of value for money on the award of construction contracts.

**Recommendation 4 - That Cabinet ensure that there is no loss of target rent properties on Category 1 sites and should also seek to ensure the provision of 50% genuine affordable housing on those sites.**

Councillor Strickland reiterated Cabinet's previous commitment to re-provision of homes in category one sites.

Although the Overview and Scrutiny Committee had put forward a 50% rate for affordable housing, the Council's emerging publicly consulted Local Plan Policy was 40% and this was based on significant work completed by external advisers on what is viable in the borough. Therefore, it was not realistic to make a firm agreement on 50% affordable housing on sites.

However, the Council had committed, through the agreement of the Housing Strategy, to maximise affordable housing and would continue to work as hard as possible to increase numbers, going above the 40% Council target where possible, as increased affordable housing was a huge priority.

**Recommendation 5 - That the Council enter into discussions with relevant trade unions regarding historical allegations of blacklisting involving the preferred bidder and to ensure that relevant mitigations are put in place.**

Councillor Strickland stressed that the Council had always been clear that the practice of blacklisting was completely unacceptable and if there was evidence of any contractor, working for the Council, using black listing the Council would take this matter very seriously.

The Council had been reassured by Lendlease, having had significant discussion on this matter, that the allegations of blacklisting were historical and related to a company that was involved in this issue of construction industry vetting, prior to the acquisition by the Lendlease Group in 1999. Apologies had been issued and claims now settled by Lendlease. The Cabinet Member had made clear to union representatives that if they had any evidence of ongoing blacklisting issues they should bring this to the Council's attention and, so far, no issues had been presented. There was also a continued open offer, from the Cabinet Member, to unions and partners to raise any concerns in relation to the trade union activities of Lendlease.

Members and officers had met with Haringey unions to discuss the decisions being taken on the Haringey Development Vehicle and would continue meeting with unions in the normal way.

Councillor Strickland explained that there would be continued meetings with Lendlease to discuss a whole range of workplace issues such as offering apprenticeships and training programmes. Ensuring a high standard of employment practice was a top priority for the Council and they would be working hard with Lendlease to enshrine these employment offers and practices in an agreement.

**Recommendation 6 - That Cabinet ensure that arrangements be put in place with the construction subsidiary of the HDV partner to provide local employment and training opportunities; particularly in respect of equalities groups, including job support and training for disabled people.**

Councillor Strickland confirmed the Council's commitments to local employment and training and this would be central to the Council's agreement with Lendlease, not only for the contracts let to its construction subsidiary but to all sub-contracts. The Council and Lendlease had discussed this and were committed to ensuring that these initiatives were available and accessible to all, including support to ensure access for protected groups.

Lendlease's existing not for profit company had a good track record of inclusive employment; an example of this was their work, over the last 9 years, helping social excluded groups including serving prisoners and former offenders back into meaningful employment.

The Leader invited questions from Councillors attending the meeting and the following information was noted:

- The Cabinet were very clear that they were considering the Scrutiny recommendations, set out at paragraph 3 of the report. Although, there had been a wide ranging discussion at the Overview and Scrutiny Call in meeting, there were no further recommendations put forward to Cabinet.
- Councillor Strickland stressed the clear aim of the Council to re - provide all affordable homes. The current Estate Renewal Rehousing and Payments Policy referred to by Councillor Tucker, was generic and applied to any site in the borough where there is redevelopment at any point. In this document Cabinet could not give guarantees on future site re -provision in 10 to 15 years time as they did not know what the housing situation would be. Councillor Strickland reiterated that the Council had made a clear commitment on category 1 sites. He further explained that although the Estate Renewal Rehousing and Payments Policy advised the Council cannot guarantee similar re -provision, this did not mean that the Council did not want to do this and the policy also makes this clear.
- The Director of Housing & Growth had previously made clear that there were different ways of enshrining the agreement on re-provision of housing. Officers were now working to determine the best way to enshrine this. The decision had not been made yet but the commitment to do this and having a formal agreement on re -provision was beyond question.
- Councillor Strickland reiterated that the issues concerning: right of return, maintained current terms and conditions for tenancies and re -provision of homes would be enshrined in writing and in agreement with the HDV. These agreements would be worked on, in the ensuing period ahead of July Cabinet with legal advice to understand the best way to do this. The Cabinet Member

would not be recommending a blanket agreement on re – provision as it was not known what the housing situation would be in the next 10 to 15 years and also the impact, of such a policy, on other potential housing partnerships[ e.g. with housing associations] could not be known. However, the Council were taking forward a clear commitment on re – housing, written into agreements. The current question was the best way to enshrine this in the agreements, but this did not signify a watering down of any commitment.

Following the completion of responses to the scrutiny recommendations and responses to member questions at the meeting which did not involve reference to the exempt part of the report, Cabinet agreed that they did not require private discussion of the exempt material and exempt minutes at decision number 197 which were unchanged and unanimously,

### **RESOLVED:**

1. To agree to the selection of Lendlease as preferred bidder with whom the Council will establish the joint venture HDV.
2. To agree to the selection of a reserve bidder as set out in the exempt part of this report.
3. To agree to proceed to the Preferred Bidder Stage ('PB Stage') so the preferred bidder's proposal can be refined and optimised, in particular to formalise the structure of the vehicle, finalise legal documents and further develop site and portfolio business plans, as required to establish the HDV; and gives Delegated Authority to the Director of Regeneration, Planning and Development after consultation with the Leader of the Council to agree any further documentation as is required at the PB Stage.
4. To note the emerging arrangements for governance of the vehicle and its likely shadow implementation, and emerging issues informing the management of the Council's relationship with the vehicle.
5. To agree to receive a further report recommending approval of the final documentation to support the establishment of the Haringey Development Vehicle, and agreement of the relevant business plans, following further refinement at preferred bidder stage.
6. This was subject to further commitments made by Cllr Strickland in response to the Scrutiny recommendations.

### **Reasons for decision**

#### The case for growth

The Council's corporate plan makes a strong commitment to growth. Specifically, it identifies the need for new homes to meet significant housing demand which is making decent housing unaffordable for increasing numbers of Haringey residents,

and causing more and more families to be homeless. It also identifies the need for more and better jobs, to revitalise Haringey's town centres, increase household income for Haringey residents and give all residents the opportunity to take advantage of London's economic success. This commitment to growth is further reflected and developed in the Council's Housing Strategy and Economic Development & Growth Strategy.

Growth is also essential to the future sustainability of the Council itself. With Government grant dwindling, local authorities are increasingly dependent on income from Council tax and – in light of recent reforms – business rates. Without growing the Council tax and business rate base, the Council will increasingly struggle to fund the services on which its residents depend. Improvement in the living conditions, incomes, opportunities and wellbeing of Haringey residents will also not only improve their quality of life, but also reduce demand for Council and other public services.

The risks of failing to secure growth in homes and jobs – or of securing growth at low quantities, quality and/or pace – are significant:

Failure to meet housing demand will lead to more and more families unable to afford a home in the borough, either to rent or buy, deepening the already stark housing crisis.

Failure to meet housing demand will also drive up levels of homelessness, not only leading to more households finding themselves in crisis, but also increasing the already significant pressure on the Council budget through increased temporary accommodation costs.

Failure to increase the number of jobs in the borough will lead to fewer opportunities for Haringey residents to boost their incomes and job prospects, less vibrant and successful town centres with less activity and spending during the working day, and increased risk of 'dormitory borough' status as working residents leave the borough to work elsewhere.

Insufficient or poor quality housing, low employment and poor quality urban environments are all linked to poor public health outcomes which in turn place a burden on Council and other public services; improved outcomes for residents also create reductions in demand-driven public sector costs.

Low levels of development reduce the Council's receipts in s106 funding and Community Infrastructure Levy, in turn reducing the Council's ability to invest in improved facilities and infrastructure (like schools, health centres, open spaces and transport) and in wider social and economic programmes such as those aimed at improving skills and employability.

Failure to grow the Council tax and business rate base will increasingly lead to a major risk of financial instability for the Council, and to further, deeper cuts in Council budgets and hence to Council services as Government grants dwindle to zero over the coming years.

Options for driving growth on Council land

The Council cannot achieve its growth targets without realising the potential of unused and under-used Council-owned land. Accordingly, in autumn 2014 the Council commissioned work from Turnberry Real Estate into the options for delivering these growth objectives, either on its own or in partnership with the private sector. Turnberry also examined the market appetite for partnership with the Council to deliver new housing and economic growth.

In February 2015 Cabinet, on the basis of this work, agreed to commission a more detailed business case to explore options for delivery. At the same time, the Member-led Future of Housing Review concluded (as set out in its report to Cabinet in September 2015) that a development vehicle was 'likely to be the most appropriate option' for driving estate renewal and other development on Council land.

The business case developed following Cabinet's February 2015 decision compared a number of options for achieving the Council's objectives, and ultimately recommended that the Council should seek through open procurement a private sector partner with whom to deliver its objectives in an overarching joint venture development vehicle. This business case, and the commencement of a procurement process, was agreed by Cabinet on 10 November 2015.

### The joint venture development vehicle model

The joint venture model approved by Cabinet on 10 November 2015 is based on bringing together the Council's land with investment and skills from a private partner, and on the sharing of risk and reward between the Council and partner. The Council accepts a degree of risk in that it will commit its commercial portfolio to the vehicle, and will (subject to the satisfaction of relevant pre-conditions) also commit other property, as its equity stake in the vehicle. It has also to bear the costs of the procurement and establishment of the vehicle, and a share of development risk. However, in return, the contribution to its Corporate Plan objectives, including high quality new jobs, new homes including affordable homes and economic and social benefits, would be at a scale and pace that would otherwise be unachievable. The Council will also receive a financial return, principally through a share of profits that it can reinvest in the fulfilment of its wider strategic aims as set out in the Corporate Plan.

Under this model, the development partner matches the Council's equity stake, taking a 50% share of the vehicle and hence a 50% share of funding and development risk. In return, and by maintaining strong relationships and delivery momentum, they obtain a long term pipeline of development work in an area of London with rising land values, and with a stable partner.

### The preferred bidder decision

As well as approving the business case for establishing the Haringey Development Vehicle, at its meeting on 10 November 2015 Cabinet also resolved to commence a Competitive Dialogue Procedure under the Public Contracts Regulations 2015 to procure an investment and development partner with which to establish the Haringey

Development Vehicle. Following a compliant procurement process, the preferred bidder is recommended in this report.

By approving the final stage of work with a single preferred bidder, paving the way for a final agreement and establishment of the vehicle later in 2017, Cabinet will be taking the next vital step in unlocking the considerable growth potential of the Council's own land and meeting a number of core Council ambitions.

### **Alternative options considered**

In November 2015, Cabinet considered and approved a business case for establishing an overarching joint venture vehicle to drive housing and job growth on Council land. That business case identified and assessed a number of alternative options for achieving the Council's objectives, and found that the overarching joint venture vehicle would be the most effective mechanism of achieving those goals.

The Council has reserved its position to not appoint any of the bidders in the event of the bids not being satisfactory, or otherwise not wishing to proceed. The report outlines the benefits and projected outcomes that will arise from the appointment of the proposed preferred bidder, and how they meet the Council's objectives and aspirations as set out in the November 2015 report to Cabinet. If the Cabinet chooses not to appoint any bidder, it will not obtain these likely benefits.

Notwithstanding the above, choosing a preferred bidder does not at this stage commit the Council to enter into an agreement or indeed to the establishment of the Haringey Development Vehicle at all. That decision is taken after the close of the preferred bidder stage and will be the subject of a further report to Cabinet.

The Council has within its procurement documentation made clear to bidders that bidders' participation in the process is at their own expense, that the Council will not be responsible for bid costs and that it is not obliged to accept any tender.

### **205. EXCLUSION OF THE PRESS AND PUBLIC**

Not required.

### **206. APPROVAL OF A PREFERRED BIDDER FOR THE HARINGEY DEVELOPMENT VEHICLE**

As per 204.

## **MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 11TH APRIL, 2017, 6.30pm**

### **PRESENT:**

**Councillors: Peray Ahmet, Eugene Ayisi, Ali Demirci, Alan Strickland and Bernice Vanier**

**Also Present - Councillors: Engert, Newton and Carter**

### **230. FILMING AT MEETINGS**

The Deputy Leader referred to agenda item 1, as shown on the agenda in respect of filming at this meeting and Members noted this information.

### **231. APOLOGIES**

Apologies for absence were received from the Leader of the Council - Councillor Kober, Councillor Goldberg, Councillor Weston and Councillor Arthur.

In the absence of the Leader, the Deputy Leader chaired the meeting.

### **232. URGENT BUSINESS**

There were no items of urgent business to consider.

### **233. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

### **234. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS**

There were no representations to consider.

### **235. MINUTES**

The minutes of the Cabinet meeting, held on the 14<sup>th</sup> of March 2017, were agreed as an accurate record of the meeting.

### **236. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions to consider.

**237. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Scrutiny matters to consider.

**238. HIGHGATE NEIGHBOURHOOD PLAN**

The Cabinet Member for Housing, Regeneration and Planning introduced the report which set out the neighbourhood planning process to-date; summarised the findings of the Examiner's Report; and set out the next steps of the Neighbourhood Plan process.

The Cabinet Member for Housing, Regeneration and Planning advised that the Highgate Neighbourhood Forum had been working closely with the Council's planning team over several years to develop the Neighbourhood Plan which was now in the final stages of completion and approval.

The Cabinet Member for Housing, Regeneration and Planning thanked residents for their participation in compiling and developing the Neighbourhood Plan which included extra protection for green open spaces and strengthened the planning approach, in relation, to the development of basements which had been a cause of concern for residents.

In line with statutory responsibilities, the Council would be required to hold a referendum on the Neighbourhood Plan within 84 days, commencing from the publication of the Cabinet minutes, and this would likely be held on the 29<sup>th</sup> of June.

In order for the Neighbourhood Plan to be adopted, it would require more than 50 % of votes cast by residents living in the Highgate area, to support the plan.

**RESOLVED**

1. To agree the Examiner's recommendations to make modifications to the Plan as set out in the Examiner's Report (Appendix A);
2. To agree the recommendations in the Council's decision statement (Appendix B);
3. To agree, that the Plan, as modified in the 'Referendum version' of the Highgate Neighbourhood Plan (Appendix C), proceeds to referendum;
4. That the Director of Regeneration, Planning and Development/Assistant Director of Planning, in consultation as appropriate with Cabinet Member for Housing, Regeneration and Planning, be authorised to make appropriate changes to the 'Referendum version' of the Neighbourhood Plan (including the neighbourhood area map at Appendix E) prior to the notification of the Referendum (to undertake factual updates as required or amend annotation and referencing in the Plan and minor changes to the neighbourhood area map).



5. That the Interim Chief Executive be appointed to the post of Chief Counting Officer, pursuant to Regulation 10 of the Neighbourhood Planning (Referendums) Regulations 2012.
6. That in the event that the Plan passes the referendum (i.e. more than 50% of votes cast support the Plan), delegated authority be given to Cabinet Member for Housing, Regeneration and Planning to 'make' the Plan (i.e. adopt).

### **Reasons for Decision**

The Council has a duty to support and facilitate the neighbourhood planning process in Haringey as required by the Town and Country Planning Act 1990 (as amended) ('the Act'). The local authority is required to take decisions at key stages in the process within time limits that apply, as set out in the [Neighbourhood Planning \(General\) Regulations 2012](#) (as amended) ('the Regulations').

Officers are satisfied that the Plan, as modified in light of the Examiner's recommendations, meets the basic conditions (see paragraph 6.7) and that all other statutory requirements have been met.

### **Alternative options considered**

As set out above the Council is required to support the neighbourhood planning process and make certain decisions within prescribed time periods, including the decision on whether to put a neighbourhood plan to referendum following receipt of the Examiner's Report.

Officers are satisfied with the recommendations put forward in the Examiner's Report and have no justified reason to disagree. As such, no alternative options have been considered.

## **239. AUTHORITY MONITORING REPORT (AMR) 2015/16**

The Cabinet Member for Housing, Regeneration and Planning introduced the Annual Monitoring report for 2015/16 which assessed the effectiveness of the Council's planning policies and was used to inform future revisions to policies or their implementation.

The Cabinet Member for Housing, Regeneration and Planning reported that the number of affordable housing units completed for 2015/16 had been low and this was in common with other London boroughs. However, over the four year administration, 2014-18, the Council was expected to reach a target of 39% of affordable housing units completed. This would be just 1% below the required 40% target which placed the Council in the top quartile for delivery of affordable housing.

The Cabinet Member for Housing, Regeneration and Planning referred to the national targets set for Councils to process: major planning applications, minor planning applications, household level applications, which had been significantly exceeded by the Planning Service.

The Cabinet Member for Housing, Regeneration and Planning also advised that he was discussing with the Assistant Director for Planning, the provision of more 'live' up to date information on planning performance to Cabinet as this information related to a much earlier period of 2015/16.

In response to Councillor Engert's questions, the following information was noted.

- The performance for provision of affordable homes, over individual years varied, but there were major site developments in the pipeline with 3767 housing units that have planning permission not yet completed and 970 of these homes, on sites, currently under construction. Also there were sites that included affordable housing and were dependent on Cabinet's consideration of the HDV in July. Therefore by the end of the 2018, the Council was expected to reach 1% below the required 40 % target of new homes.
- The Assistant Director for Planning agreed to check if the employment figures include Peacock industrial estate and to provide a separate response to Councillor Engert.
- Updated conservation area character appraisals for conservation areas in the borough, were in the process of being completed. Cabinet would consider the first set of conservation area appraisals, for the North Tottenham area, at their May meeting. Further work was also continuing to bring forward character appraisals for conservation areas in the west of the borough.
- There had been a lot of work on individual listed buildings with the conservation officer meeting with owners and focused on bringing forward actions on required improvements. An example of the work at 7 Bruce Grove was provided.
- The slight drop in recycling rates was not attributed to the change to fortnightly refuse collections, agreed in 2012, as recycling figures had increased by 10% during this period. The Cabinet Member for Environment advised that this decrease was connected with contamination which had been identified as an issue by the service and was being addressed. The borough also had one of the highest rates for recycling in north London.

### **RESOLVED**

1. To note the findings of the Authority's Monitoring Report (AMR) for the monitoring period 2015/16.
2. To approve the Authority's Monitoring Report (AMR) 2015/16 for publication on the Council's website.

### **Reasons for decision**

The publication of the Authority Monitoring Report is a requirement of the Planning and Compulsory Purchase Act 2004 (as amended) ("the Act"). Approval of the AMR

2015/16 for publication will ensure that the Council meets its statutory obligations for planning performance monitoring.

### **Alternative options considered**

The Act 2011 requires local planning authorities to produce monitoring reports. The Council considers that Haringey's existing procedure of annual monitoring is an effective way for presenting the effectiveness of planning policies, within existing resources. As such, no other options were considered.

## **240. HOUSING ALLOCATIONS SCHEME**

The Cabinet Member for Housing, Regeneration and Planning, introduced the report which set out a number of proposed changes to the existing Allocations policy following public consultation.

It was a statutory requirement to publish how households will be prioritised for permanent accommodation and this policy was one of a number of policies arising from the new housing strategy to deliver new affordable housing ,to manage demand for social housing, allocate the limited supply of housing to those most in need and in housing crisis.

The Cabinet Member for Housing, Regeneration and Planning stressed that the income thresholds referred to in the report were based on calculations on affordability and there were exemptions for people with disabilities, serious medical conditions or severe mental health need.

The Cabinet Member for Housing, Regeneration and Planning referred to the introduction of the savings threshold which given the low incomes households applying for housing, would exclude very few people.

The Cabinet Member for Housing, Regeneration and Planning advised that there were better incentives included for households that currently under occupy to downsize , with movement now allowed to Band A instead of Band C . This change could potentially increase the supply of larger properties and allow smaller households to move sooner to a smaller property. The policy also provided more equality on re-allocations were there was a decanting process involved.

### **RESOLVED**

1. To note and consider the feedback from and the response to the consultation conducted on Haringey's revised Housing Allocations Scheme as set out in Appendix 1.
2. To consider the contents of the final version of the Equalities Impact Assessment, attached as Appendix 2.

3. To approve the following amendments to the Housing Allocations Scheme as set out in Appendix 3, and the timetable and implementation for:
  - The introduction of income thresholds to join the Council's Housing Register as set out in paragraphs 6.18- 6.26
  - The introduction of a savings threshold to join the Council's Housing Register as set out in paragraphs 6.27- 6.30.
  - Changing the banding for under-occupying households as set out in paragraphs 6.32- 6.36.
  - Changing the "application" date for applications for Council tenants whose homes are being demolished as part of a regenerations scheme as set out in paragraphs 6.37- 6.41.
  - Changes to be made in preparation for the 'Use of Permanent Housing as Temporary Accommodation' report, and the introduction of the Annual Lettings Plan as set out in paragraphs 6.42 to 6.46.
4. To approve the arrangements for the authorisation of the revision of the Annual Lettings Plan 2017/18 and future plans as set out in paragraph 6.47; i.e. that that future Annual Lettings Plans are approved by the Director of Regeneration, Planning and Development in consultation with the Cabinet Member for Housing, Regeneration and Planning.
5. To approve the revised Allocations Scheme as set out at Appendix 4.

#### **Reason for decision**

Recommendation 3.3 was proposed to address the shortage of housing by focusing resources on those who are least able to find alternative accommodation in the private sector.

#### **Alternative options considered**

Other options considered were to continue with the Housing Allocations Policy 2015. This option would fail to address the continued reduction in social housing lettings and the impacts this is having both on families on the waiting list in greatest need and the costs of temporary accommodation to the Council.

### **241. USE OF PERMANENT COUNCIL HOUSING STOCK AS TEMPORARY ACCOMMODATION**

The Cabinet Member for Housing, Regeneration and Planning introduced the report which sought approval to the use of a small proportion of the Council's permanent one bedroom stock as temporary accommodation on a flexible basis to respond to budgetary and temporary accommodation placement issues. Cabinet noted that there was less of demand for 1 bedroom properties and making this stock available for 2

bedrooms homeless families provide options to keep families local in the borough and to support networks.

## **RESOLVED**

1. To approve the letting of vacant permanent Council housing stock to provide TA for homeless households, as set out in the report at paragraphs 6.5-6.8
2. To note that the rents for these properties will be set in accordance with the 'Rents and Charges in Temporary Accommodation' paper (subject to the approval of this paper at the Cabinet Member Signing on 3<sup>rd</sup> April 2017) as noted in 6.24.

## **Reason for decision**

Recommendation 3.1 was proposed in order to:

- a) Provide an increased supply of TA units, which can be let to households who would otherwise probably have to been housed in expensive private sector TA outside the borough.
- b) Enable more households in TA to remain closer to their existing communities

## **Alternative options considered**

Other options considered included:

The continuation of the current policy of normally using the vacant properties (outside of estate renewal areas) for permanent re-housing.

As set out in the report below, currently around half of all 2 bedroom homeless households are placed in expensive out of borough accommodation. This position is not sustainable financially, and the Council seeks to minimise the placement of households away from support networks. Not implementing the proposed policy would forego the opportunity to locate a significant number of two bedroom households within the borough.

## **242. REPORT REQUESTING PERMISSION TO COMPULSORY PURCHASE A LONG TERM EMPTY HOUSE AT 48 FALMER ROAD, LONDON N15**

The Cabinet Member for Environment introduced the report which sought approval to take forward a compulsory purchase order [CPO] of 48 Falmer Road N15, a house which had been empty for 4 years, was in a state of disrepair and had been squatted. All efforts to persuade the owner to bring the house back into use had failed.

Given the previous discussion on significant housing need in the borough, it was important seek confirmation from the Secretary of State to complete the CPO and if given the Council would be allowed to sell the property and ensure that it was brought back into housing use.

**RESOLVED**

1. To authorise the submission of 48 Falmer Road N15 to the Secretary of State for Communities and Local Government for a confirmed Order, under Compulsory Purchase powers;
2. To authorise the Assistant Director of Corporate Governance to:  
Make and seal the Order for submission to the Secretary of State for consideration and approval (including the service of any requisition notices necessary to establish interests in the property) and to carry out the statutory notification required;
  - Confirm the Compulsory Purchase Order in the event of the Secretary of State returning the Order authorising the Council to do so;
  - Prepare for, and represent the Council at, any public inquiry held following submission of the Order to the Secretary of State;
  - Upon confirmation of the Compulsory Purchase Order proceed with acquisition of the property;
  - In the event that any of the owner(s) undertakes in the form of a legally enforceable cross undertaking to bring the relevant property back into residential occupation and use within a reasonable timescale, to authorise the Assistant Director of Corporate Governance in consultation with the Chief Operating Officer to enter in to and enforce such an undertaking instead of proceeding with the CPO for the property in question; and
  - Act in relation to any other procedural matters that may arise in the normal course of the CPO process.
3. To approve (subject to the confirmation of the CPO by the Secretary of State) the disposal of the property to a Registered Provider where possible, or to an individual or private developer, with covenants to bring the property back into use as soon as practicable.
4. To authorise the costs of the CPO to be met from the capital programme; and
5. To approve the recycling of the receipt from the disposal back to the capital programme budget for the continued private sector housing CPO programme.

**Reasons for decision**

There is no alternative left but to CPO this property as all attempts to persuade the owner to bring the house back into use himself have failed.

### **Alternative options considered**

The owner has been sent 5 letters in total including two letters offering help and advice on how to sell or renovate the house including the offer of a Council grant to help pay for renovations works, as well as an introduction to a company who could loan the owners their contribution towards the empty property grant. Three additional letters were also sent specifically mentioning the Councils powers to pursue a compulsory purchase order for this property due to the lack of engagement and failure by the owner, to undertake the necessary repairs to bring property back into use.

Proceeding with the CPO is the last resort as all efforts have failed and the owner has ceased his communication with the Council.

### **243. MUSWELL HILL PRIMARY SCHOOL - CONDITION WORKS PROJECT**

The Cabinet Member for Corporate Resources introduced the report which sought approval to an award of contract for construction works to be undertaken on the Muswell Hill Primary school building as allowed under CSO9.07.1.d.

### **RESOLVED**

To approve the award of a contract to Kind Diamond Build Consortium for construction works on the Muswell Hill Primary School in the contract sum of £696,103.45.

To approve the issuance of a Letter of Intent not exceeding £100,000 to allow the contractor to mobilise their resources whilst formal contracts are prepared and executed, ensuring the required start on site date can be met.

### **Reasons for decision**

To award a contract which will enable the timely mobilisation and construction works to Muswell Hill Primary School which aims to address identified building condition issues.

### **Alternative options considered**

A do nothing option was not considered appropriate. The construction works are required to address a number of identified issues within the existing buildings which will have a negative impact on educational provision, should they not be addressed.

Four contractors were invited to tender and therefore considered to undertake the required construction works. The tenderers proposals were evaluated using a 60% quality and 40% price weighting and on this basis the recommended contractor is deemed to be the most economically advantageous tender representing the best value option to deliver the required works.

**244. APPOINTMENT OF A SUBSTITUTE CABINET MEMBER FOR THE JOINT ICT MEETING**

The Cabinet Member for Corporate Resources introduced the report which sought approval to the appointment of a substitute Cabinet Member to the Shared ICT and Digital Service Joint Committee.

**RESOLVED**

To appoint the Cabinet Member for Customer Services and Culture as a substitute member of the Shared ICT and Digital Service Joint Committee for the remainder of the 2016/17 municipal year.

**Reasons for decision**

To allow a substitute member to attend a meeting of the Shared ICT and Digital Service Joint Committee where an appointed member is unavailable or unable to attend.

**Alternative options considered**

Not appointing a substitute member was the only other option but this would not allow the Council to provide equal democratic oversight of key decisions affecting the joint service should an appointed member not be able to attend a meeting.

**245. MINUTES OF OTHER BODIES**

**RESOLVED**

To note the Cabinet Member Signing minutes of the 14<sup>th</sup> March 2017.

**246. SIGNIFICANT AND DELEGATED ACTIONS**

**RESOLVED**

To note the delegated and significant decisions taken by Directors in March.

**247. NEW ITEMS OF URGENT BUSINESS**

None

**248. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under paragraph 3, part 1 schedule 12A of the Local Government Act 1972.



**249. MUSWELL HILL PRIMARY SCHOOL - CONDITION WORKS PROJECT**

As per item 243.

**250. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

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**Report for:** Cabinet, 13 June 2017

**Item number:**

**Title:** **Child Friendly Haringey - Scrutiny Review and Cabinet Response**



**Report authorised by:** Jon Abbey-Director of Children Services

**Lead Officer:** Marc Kidson- Transformation Strategy Manager

**Ward(s) affected:** ALL

**Report for Key/  
Non Key Decision:** N/A

## 1. Describe the issue under consideration

1.1 A number of local authorities in the UK have undertaken initiatives that have aimed to make them become 'child friendly'. All of the initiatives undertaken have been inspired to a greater or lesser extent by the concept of 'Child Friendly Cities'. The purpose of this report is to respond to the five recommendations made by the Scrutiny panel-the five recommendations are:

1. That the Council declares its intention to become a "Child Friendly" borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.
2. That a "Child Friendly borough" strategy be developed for Haringey and that this includes the following:
  - A clear local vision of what a "Child Friendly" borough should look like;
  - Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
3. That, as part of the development of a "Child Friendly" strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.
4. That an application be made by the Council to become a Unicef Child Rights Partner.

5. That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council's new Young People's Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme:

- community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
- youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
- mental health and the promotion of social and emotional well-being;
- housing and, in particular, the avoidance of homelessness; and
- reducing the percentage of children living in households living in poverty.

1.2 In this context, the Children and Young People's Scrutiny Panel conducted an in- depth review on how Haringey could become a 'child friendly' borough. This also included considering what would constitute a 'child friendly' borough and the actions that might be required by the Council and its partners to achieve such a goal. Therefore Children's Services have responded to the recommendations in **Annexe 2**.

1.3 The final report of the second part of this review is attached at Appendix 1. This outlines the conclusions and recommendations of the Panel, which were approved by the Overview and Scrutiny Committee on 27 March 2017.

## 2. Cabinet Member Introduction

The aspiration to be a "child friendly borough" is one that I hope we all share. As the Panel's report highlights, delivering on that aspiration in a way that is relevant and impactful locally can take many different forms. We have set out a strong, system-wide commitment to children and young people through 'Best Start in Life', Priority 1 of Haringey's Corporate Plan 2015-18 and it is important that our resources and the efforts of our partners are focused on delivering that. As we seek to refresh our strategy in 2018, we will incorporate the learning from the Panel's review into engagement with our partners around what a "child friendly Haringey" could look like. However, for now I do not believe that formal participation in the Unicef programme, or the establishment of a separate strategy and governance mechanism distinct from Priority 1 would help us to improve outcomes for children and young people. Nonetheless, this year we will be co-producing a Participation Strategy with children and young people, to ensure that the rights and opportunities of children to be listened to and to have their views respected are being maximised.

## 3. Recommendations

3.1 That the Cabinet approve the Children's Services responses to the recommendations of the Overview and Scrutiny Committee as outlined in **Appendix 2** of the report.

## 4. Reasons for decision

4.1 The evidence supporting the Panel's recommendations is outlined in the main body of the report (**Appendix 1**).

## **5. Alternative options considered**

5.1 The evidence supporting the Panel's recommendations is outlined in the main body of the report (**Appendix 1**). The Cabinet could choose not to accept the recommended response by officers to them, as outlined in Appendix 2. The potential implications of alternative courses of action are referred to within this, as appropriate.

Some of the recommendations presented in the Review would have financial and resourcing implications that have not fully been costed by the Panel and Cabinet is asked to consider this as part of their decision.

## **6. Background information**

6.1 The agreed terms of reference were to consider and make recommendations on the feasibility of the Council declaring its intention to become a Child Friendly City, including:

- what it might entail;
- potential benefits;
- risks and resource is uses; and
- what a scheme for Haringey might look like.

6.2 Sources of evidence included:

- research and documentation from Unicef and a number of different local authorities;
- interviews with officers from Haringey Council, other local authorities and Unicef;
- consultation responses for a range of young people within Haringey; and
- performance information.

## **7. Contribution to strategic outcomes**

7.1 The work undertaken by the Panel will contribute to Priority 1 of the Corporate Plan – 'Enable every child and young person to have the best start in life, with high quality education'- and Priority 4 - 'Drive growth and employment from which everyone can benefit'.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

**Finance and Procurement**  
NA

## Legal

- Under Section 9F Local Government Act 2000 (“LGA”), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any of Cabinet’s functions and to make reports or recommendations to Cabinet with respect to the discharge of those functions. Overview and Scrutiny also have the powers to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitants of its area. The Constitution provides that the Scrutiny Review Panels must refer their findings/recommendations in the form of a written report to the Overview and Scrutiny Committee for approval and afterwards, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.
- Under Section 9FE of the LGA, there is a duty on Cabinet to consider and respond to the recommendations indicating what if any action Cabinet proposes to take and to publish its response.

## Equalities

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

The report highlights the need to ensure that there are opportunities for all children and young people within the borough as well as a number of areas where there are particular challenges in respect of this.

## 9. Use of Appendices

Appendix 1 – Report of Scrutiny Panel

Appendix 2 – Response by the Children’s Service to recommendations

## 10. Local Government (Access to Information) Act 1985

NA

# Scrutiny Review: Child Friendly Haringey

A Review by the Children and Young People's Scrutiny Panel

2016/17

<b>Panel Membership</b>	Cllr Kirsten Hearn (Chair)
	Cllr Mark Blake
	Cllr Toni Mallett
	Cllr Liz Morris
	Cllr Reg Rice
	Uzma Naseer (Co-opted Member)
	Luci Davin (Co-opted Member)
	Ms Y Denny (Co-opted Member)
	Mr C Ekeowa (Co-opted Member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer

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<b>Contents:</b>	<b>page</b>
Chairs Foreword	3.
Recommendations	4.
1. Background	6.
2. Introduction	7.
3. Work by Other Local Authorities	10.
4. Haringey	18.
5. Feedback from Children and Young People	20.
6. Conclusions and Recommendations	23.
Appendix A; Participants in the Review	27.



## CHAIR'S FOREWORD

What does Child friendly mean? Such laudable intentions don't always deliver. Failure can consign such notions to the bin of the worthy sound bite. We wanted to explore different models of so-called "Child Friendly" Councils to see if we could avoid the pitfalls associated with such wide-sweeping intentions and learn from others to inform what we might do, to deliver real change for all Haringey's children.

When applied to local authorities, "child friendly" generally means the process for the implementation of the United Nations Convention on the Rights of the Child. This means ensuring that children know their rights, can access services when they need them and are involved in designing, implementing and evaluating services aimed at them. It also means making sure that services work with children rather than doing things for or to them. In addition, it recognises that children have a wide range of needs and wants which go beyond just the services specifically designed for them. Being "child friendly" invites politicians, Council workers, contractors and organisations delivering something on behalf of the people of the borough to always have at the front of their mind, "what is this service like for children", so that from street design to bin collections, from development of open spaces to the first point of contact, we bring children to the heart of all we do. That can only make what we do better for everyone.

The Panel has been inspired by the work that several other "child friendly" local authorities have undertaken. This has included a whole Council approach to committing to being child friendly, clear focussed objectives; engaging and involving children in making the Council "child friendly"; insisting that every worker from Councillors and the chief executive all the way through the organisation down, commits to the aim and acts to make it a reality. Adopting a similar approach in Haringey would make a real difference to the lives of Haringey's children. Action should also be taken to include partners and especially the voluntary sector in this.

Gains from becoming a "Child Friendly" borough will not be achieved overnight and will not happen unless partners are also on board. It is a long term process. It is also important that there is real substance and commitment to change within such an approach. Were the Council to also become a Unicef Child Rights Partner, this would assist with the development of a meaningful strategy and provide robust external challenge, thus providing firm foundations. It would also provide accreditation and therefore additional recognition of the progress that has been made by the Council in recent years.

The Council's ultimate ambition should be to ensure that Haringey becomes a truly great place to grow up in. Becoming a "Child Friendly" borough puts the ambition at the forefront of future plans for children and young people in Haringey. In becoming child friendly, we commit wherever we encounter children, to do our utmost to protect and promote their human rights, no matter or who they are or the difficult circumstances they present to us with.



Kirsten Hearn  
Chair

## RECOMMENDATIONS:

1. That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.
2. That a “Child Friendly borough” strategy be developed for Haringey and that this includes the following:
  - A clear local vision of what a “Child Friendly” borough should look like;
  - Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
3. That, as part of the development of a “Child Friendly” strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.
4. That an application be made by the Council to become a Unicef Child Rights Partner.
5. That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council’s new Young People’s Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme;
  - Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
  - Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
  - Mental health and the promotion of social and emotional well-being;
  - Housing and, in particular, the avoidance of homelessness; and
  - Reducing the percentage of children living in households living in poverty.

## 1. Background

- 1.1 As part of the work planning process for 2016/17, it was suggested that the Panel should look in depth at how Haringey could become a “child friendly” borough. This would include considering what would constitute a “child friendly” borough and the actions that might be required by the Council and its partners to achieve such a goal.

### *Terms of Reference*

- 1.2 It was agreed that the terms of reference would be as follows:

“To consider and make recommendations on the feasibility of the Council declaring its intention to become a Child Friendly City, including;

- What it may entail;
- Potential benefits;
- Risks and resource issues; and
- What a scheme for Haringey might look like.”

### *Sources of Evidence:*

- 1.3 Sources of evidence were:

- Research and policy documentation from Unicef and a number of different local authorities;
- Interviews with officers from the Council, other local authorities and Unicef;
- Consultation responses for a range of young people within Haringey; and
- Performance information.

- 1.4 A full list of all those who provided evidence is attached as Appendix A.

### *Membership*

- 1.5 The membership of the Panel was as follows:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris and Reg Rice.

Co-opted Members: Ms Uzma Naseer and Ms Luci Davin (Parent Governor representatives), Ms Y Denny and Mr E Ekeowa (Church representatives).

## 2. Introduction

- 2.1 A number of local authorities in the UK have undertaken initiatives that have aimed to make them become “child friendly”. These have included Leeds, Bristol, Calderdale and Brighton. Action to achieve this has focussed upon ensuring that children:
- Know their rights;
  - Can access services when they need them; and
  - Help to design, implement and evaluate services designed for them.
- 2.2 All of the initiatives undertaken have been inspired, to a greater or lesser degree, by the concept of “Child Friendly Cities”. This is the process for the implementation of the United Nations Convention on the Rights of the Child, led by local government. It is a global initiative led by Unicef (the United Nations International Children's Emergency Fund), with the aim of fulfilling the right of every child and young person to participate in and express opinions on the city in which they live, safely, equally and with respect and influence.
- 2.3 The initiative has been running for 20 years and has covered 20 different countries and 195 local authorities. The objective of it is to embed children's rights into everything that local authorities do and improve the lives of children by “recognising and realising their rights”. It is envisaged as a practical process that must engage actively with children and their real lives. The concept is considered to be equally applicable to the governance of all communities which include children, irrespective of their size.
- 2.4 There is a Unicef framework dating from 2004 that is intended to provide a foundation for all localities. A Child Friendly City is expected to guarantee the right of every young citizen to:
- Influence decisions about their city;
  - Express their opinion on the city they want;
  - Participate in family, community and social life;
  - Receive basic services such as health care, education and shelter;
  - Drink safe water and have access to proper sanitation;
  - Be protected from exploitation, violence and abuse;
  - Walk safely in the streets on their own;
  - Meet friends and play;
  - Have green spaces for plants and animals;
  - Live in an unpolluted environment;
  - Participate in cultural and social events; and
  - Be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability.
- 2.5 The Unicef framework also contains “building blocks” to assist local authorities in developing their schemes and these may be more relevant to authorities in the UK. They provide an outline of what might be the necessary pre-requisites for becoming “child friendly”:
1. Children's participation;
  2. A child friendly legal framework;

3. A city wide Children's Right Strategy;
4. A Children's Rights Unit or coordinating mechanism;
5. Child impact assessment and evaluation;
6. A children's budget;
7. A regular "State of the Borough – Children" report;
8. Making children's rights known; and
9. Independent advocacy for children

2.6 Some local authorities in the UK have taken this original Unicef initiative and used it as a starting point for developing a framework of their own. Although schemes are focussed on local authorities, they have also involved active involvement from a range of partners as well as the voluntary sector. Some have also included private sector involvement.

2.7 The development of Child Friendly Cities is based on recognition that children have a wide range of wants and needs. They require a co-ordinated and strategic response from local authorities so the children's rights and the voice of the child are embedded in the full range of Council activities – not just Children's Services - as well as partnership bodies and governance.

#### *Unicef*

2.8 Until three years ago, the Child Friendly Cities initiative was based on the above mentioned generic framework. In recognition of the fact that some of the items on the list of children's rights were less relevant to cities in more highly developed countries, Unicef decided that the initiative would benefit from being more adaptable to local conditions.

2.9 A new scheme – Child Rights Partners – was developed for the UK and piloted with five local authorities. It was decided not to accredit authorities at this stage as the scheme was still under development. The local authorities that work was undertaken with were:

- Derry and Strabane;
- Leeds
- Tower Hamlets;
- Newcastle; and
- Glasgow

2.10 The Panel received evidence from Naomi Danquah from Unicef regarding their work. She reported that there is a perception that the role of Unicef is only concerned with aid for countries to the south of the globe. However, Unicef works globally and is a source of expertise for governments across the world. In the UK, their work covers fundraising and lobbying and, in addition, they have also promoted three programmes;

- The Baby Friendly initiative;
- Rights Respecting Schools; and
- Child Rights Partners.

2.11 The local authorities that were involved in the Child Rights Partners initiative did not want a prescriptive approach but instead wished to learn from each

other and fit their programme to local priorities The projects undertaken by each local authority varied considerably;

- Leeds took on a whole city approach as well as undertaking a specific project on care leavers;
- Derry and Strabane looked at embedding children's rights in their community plan and ensuring children and young people were involved in its development. They also undertook work to address sectarianism. Mapping took place of where children and young people from different communities went and funding was obtained to develop safe spaces designed by young people from all communities.
- Tower Hamlets initially undertook a focussed piece of work on commissioning of services for substance abuse;
- Glasgow focussed on early years. Professionals had found it difficult to challenge parents and joint training was arranged to develop a greater understanding; and
- Newcastle looked at applying a rights-based approach to their children's social care services. Children and young people also wrote a Children's Rights Charter that became the foundation of the Council's Children and Young People's Plan 2015-2020.

2.12 Ms Danquah stated that the initiative had helped to empower children and young people so they were better able to access services. Support had also been provided for staff so that they are able to develop better relationships and improvements made in how services communicate with each other. An evaluation of the pilot scheme was currently being undertaken by Queens University, Belfast. The wider Unicef Child Friendly Cities programme is also being re-modelled and New York has recently adopted the UK model. The aim is to have a standardised model that is contextualised to fit local conditions.

2.13 The Panel noted that from 2017, local authorities in the UK will be able to work towards accreditation from Unicef. Local authorities involved will have to take a whole authority approach and, in addition, select six specific areas to focus on at the start of the process. The initiative is intended to be a partnership between the local authority, young people and the third (voluntary) sector. Private sector involvement is also possible. Joint applications from a number of local authorities will be accepted. There are a number of areas that local authorities can focus their work on, such as political commitment, workforce knowledge and improving services. The choice of focus will depend on local issues and priorities.

2.14 Five local authorities will be selected initially. Ms Danquah emphasised the fact that it is not intended to be a "tick box" exercise and will require a strong commitment to change. The criterion for involvement are:

- Political commitment. It will require Cabinet sign off and not merely support from officers;
- The commitment shown needs to be both vertical and horizontal in terms of the organisation. There also needs to be a commitment to participation;
- There needs to be a governance group to oversee the process. This can be an existing group; and

- There needs to be evidence of a local vision and it cannot just be thoughtless commitment.
- 2.15 A fee of £25,000 will be payable by each local authority selected. Unicef are very much aware that this might prove to be a sticking point for many local authorities due to current budgetary issues. Local authorities will receive 40 days of Unicef time in return, including training, mentoring, use of resources and participation in networks. The aim is to build capacity within local authorities so that they are not reliant on Unicef. The scheme is to be launched in May 2017.
- 2.16 If more than 5 local authorities are interested in participating, involvement can be staggered. Where interest is expressed, Unicef will want to gain an understanding of where local authorities are and what projects they might be interested in pursuing. Although the deadline for expressions of interest was February, the initiative is ongoing so this will not preclude applications being made after this date.



### 3. Work by Other Local Authorities

- 3.1 There are a number of local authorities that describe themselves as “Child Friendly” but, whilst they all appear to be based on the Unicef concept, they have interpreted this in different ways. Whilst most of them are Unicef Child Rights Partners, there are some that are not and it is not necessarily a prerequisite.

#### *Leeds City Council*

- 3.2 The Unicef initiative was the inspiration behind the work that Leeds City Council have undertaken to become a “Child Friendly City” and they are also a Unicef Child Rights Partner. They have used this as a basis for developing a very ambitious scheme aimed at Leeds the best city in the UK to grow up in.
- 3.3 Extensive consultation with children and young people and local performance information was used to develop “12 wishes”. These are the issues and changes that children and young people felt that would make the most difference to their lives in Leeds:

#### **Leeds City Council “12 Wishes”**

1. Children and young people can make safe journeys and easily travel around the city.
2. Children and young people find the city centre welcoming and safe, with friendly places to go, have fun and play.
3. There are places and spaces to play and things to do, in all areas and open to all.
4. Children and young people can easily find out what they want to know, when they want it and how they want it.
5. Children, young people and adults have a good understanding of children’s rights, according to the United Nations Convention on the Rights of the Child.
6. Children and young people are treated fairly and feel respected.
7. Children and young people have the support and information they need to make healthy lifestyle choices.
8. All our learning places identify and address the barriers that prevent children and young people from engaging in and enjoying learning.
9. There are a greater number of better quality jobs, work experience opportunities and good quality careers advice for all.
10. All children and young people have their basic rights met.
11. Children and young people express their views, feel heard and are actively involved in decisions that affect their lives.
12. Places and spaces where children and young people spend time and play are free of litter and dog fouling.

- 3.4 The instigation for the development of Child Friendly Leeds came from the current Director of Children's Services. When appointed, he had stated his ambition to make Leeds a "child friendly city" and the work that had been undertaken subsequently was driven by this.
- 3.5 The Council's Children and Young People's Plan 2015-19 outlined the five outcomes that the Council was seeking to achieve in respect of children. These are:
- All children and young people are safe from harm;
  - All children and young people do well at all levels of learning and have skills for life;
  - All children and young people enjoy healthy lifestyles;
  - All children and young people have fun growing up; and
  - All children and young people are active citizens who feel they have a voice and influence.
- 3.6 There has been a consistent focus on these. There are 14 priorities below these outcomes;
1. Help children to live in safe and supportive families;
  2. Ensure that the most vulnerable are protected;
  3. Improve achievement and close achievement gaps;
  4. Increase numbers participating and engaging;
  5. Improve outcomes for children and young people with special educational needs and/or disability;
  6. Support children to have the best start in life and be ready for learning;
  7. Support schools and settings to improve attendance and develop positive behaviour;
  8. Encourage physical activity and healthy eating;
  9. Promote sexual health;
  10. Minimise the misuse of drugs, alcohol and tobacco;
  11. Provide play, leisure, culture and sporting opportunities;
  12. Improve social, emotional and mental health and well being;
  13. Reduce crime and anti-social behaviour; and
  14. Increase participation, voice and influence.
- 3.7 In addition, 3 "obsessions" had been identified on which there is relentless focus;
- Safely and appropriately reduce the number of children who are looked after;
  - Reduce the number of young people not in education, employment and training; and
  - Improve school attendance.
- 3.8 Three behaviours have underpinned their strategy;
- Listening and responding to the voice of the child;
  - Restorative Practice: doing with, not for or to;
  - Outcomes based accountability: is anyone better off?

- 3.9 The current figures for looked after children are currently the best that they had ever been, with a 14% drop in numbers. The authority had previously been something of an outlier in terms of their number of looked after children. £20 million has now been saved from this budget. In addition, they currently had their lowest NEET rate ever, although they acknowledged that more improvements needed to be made. There has also been a very large reduction in the number of children and young people not in school.
- 3.10 Whilst there had been some adjustments to their strategy, there has been a strong and consistent message. Work has also been undertaken with local businesses to assist in promoting the child friendly approach. There are also 600 child friendly Leeds ambassadors, who come from a wide cross section of the city, including schools and the third sector.
- 3.11 There has been a large amount of learning and development work that has taken place to develop restorative practice, with over 8,000 professionals trained across the city, including NHS officers and refuse collectors. The restorative approach needs to be adopted by everyone and this started at the top.
- 3.12 The use of family group conferences (FGCs) has been expanded from 30 per year to 50 per month. This is a simple but effective model of social care practice that involves sitting down with families to identify solutions jointly. They felt that there had been very positive outcomes from this. They emphasised that it requires a large amount of preparation times and the input of skilled people.
- 3.13 Leeds have also undertaken strong workforce development. There are now only 11 agency social workers out of a work force of 300. There had previously been a large number of newly qualified social workers but many of these have stayed with the authority and the benefits of this are now starting to be seen. There is a deliberate policy of progression and it is possible for staff to begin as students and finish up as director.
- 3.14 The authority has four dedicated officers in its Voice, Influence and Change team who have a role in developing the voice of the child and spreading its influence. There is a Student LSCB that has been running for 18 months and whose purpose is to provide a children and young people's perspective on the work of the LSCB and advise on the most effective methods for engaging children and young people in safeguarding topics. There was also a children in care council and a care leavers council. Whilst there was a no youth council youth, there was a youth forum, which met quarterly. The last forum meeting had involved over 180 primary school children.
- 3.15 There is a children's mayor, who is elected by Year 6 children. Children who are standing wrote a manifesto which is then put to the vote. 35,000 children had voted in the last election. The person elected presents their manifesto to full Council, which was responded to by officers.

- 3.16 Officers from Leeds stated that it was not just about listening to the voice of children but ensuring that they had influence, which is more difficult. Work is undertaken to ensure that the feedback that is obtained was representative of the city as a whole and areas where there is under representation are targeted. They felt that it is necessary to have a skilled and committed team to support this work.
- 3.17 The progress that has been made by Leeds has been recognised by OFSTED. They had previously been assessed as inadequate in an inspection of safeguarding and Looked After Children that took place in 2010 and had an Improvement Notice placed on them. Following this, a wholesale service restructure took place with a new Senior Leadership Team appointed and a new strategic vision for children's services in the city developed, which was "Child Friendly Leeds". The Improvement Notice was lifted in 2011. In 2015, the authority was inspected again and rated as "good".
- 3.18 There is strong cross part support for the child friendly approach. Members understand that they have an important role to play, particularly in listening to children and young people. The authority is committed to the strategy and has held its nerve when there had been challenges. They had invested in family group conferences and workforce development. Whilst £20 million had been saved through their approach, their budget had gone down more quickly than this. The authority is also trying to manage better the placement of looked after children out of the area.
- 3.19 In respect of the Unicef Child Rights Partners initiative, they had been involved for three years and, whilst this had been an interesting experience, it had not been without its challenges. Unicef had had an international perspective and some of this did not translate well. Whilst they had been glad to be involved, they have decided not to continue, particularly as a charge is being introduced.
- 3.20 The feedback that had been obtained from children and young people, as outlined in the "12 Wishes" had enabled them to challenge other services and partners to respond to issues that were not directly the responsibility of their service.

*Tower Hamlets*

- 3.21 Tower Hamlets began working with Unicef in 2013 through their Children and Families Partnership Board. Unicef had approached Tower Hamlets due to the borough's high levels of child poverty. A visit was made to Tower Hamlets on behalf of the Panel to hear the views of officers who had been involved in the initiative there.
- 3.22 They stated that the theoretical model used by Unicef was similar to the approach used in Every Child Matters. Tower Hamlets had been tasked with coming up with a project to focus their activity on and selected commissioning

as it was felt that this was an area where they could do better. The area of commissioning that was chosen initially for the work was substance misuse. The Unicef approach involved looking at the needs of children holistically and this is now embedded in their practice. They had found that fewer young people are now exiting substance misuse services early but it is possible that this is due a particularly good provider being appointed.

- 3.23 The Council's Corporate Parenting Board had also re-examined its engagement and participation practices using the child rights based approach. It was found that younger children were not accessing the children in care council. As a result of this, there are now two children in care councils in Tower Hamlets – one for the young children and one for the remainder. In addition, many children are placed outside the borough and a shortfall in engaging with them had been identified. The provider had therefore been asked to work with relevant children and young people and involve them in a national advocacy scheme. Extra money was provided for the commissioning of the service to provide for the additional engagement identified as being necessary.
- 3.24 The child rights approach is now part of commissioning for all children's services. It had also been incorporated into the strategic planning for the development of their Children and Young People's Plan. The Unicef seven child rights principles had provided the analysis framework for the needs assessment. These are:
- Dignity;
  - Participation;
  - Life, survival and development;
  - Non-discrimination;
  - Transparency and accountability;
  - Best interest; and
  - Interdependence and indivisibility.
- 3.25 It was felt that the Child Rights Partner initiative had brought a lot of benefits to Tower Hamlets. It had enabled a shared language to be developed in respect of children's rights. Unicef also brought a lot of expertise and added value to the work that had been done by the Council. In particular, they had provided a lot of training and support, which was considered to be of excellent quality. They felt that they were now better able to meet the needs of children and young people and deliver improved outcomes as services are targeted more effectively.
- 3.26 Although it was felt that the child rights approach was sound, it had been a challenge to generate an understanding of it internally. It could appear overly academic but professionals involved in children's social care tended to understand what it is about. They felt that the approach would not necessarily cost more and can lead to better outcomes for children and young people. Training is a very large element of the process and it was felt that Unicef are outstanding in delivering this. All commissioners had now been trained in the approach.

- 3.27 It was felt that there may be a need to commit resources in excess of the £25,000 that UNICEF are asking for future participation as a Child Rights Partners though. In particular, it would require someone to administer and co-ordinate the work internally.

*Derry and Strabane*

- 3.28 The Panel heard that Derry had had Unicef Child Friendly City status for a number of years and had focussed its work relating to this on promoting play and engagement. Unicef had then changed the focus of the Child Friendly City initiative in the UK with the introduction of the pilot Child Rights Partners scheme, which they had also participated in.
- 3.29 Local government in Northern Ireland had been restructured in 2015 and Derry and Strabane were brought together as a consequence of this. New Northern Irish legislation had also created a need for community planning. Derry and Strabane had made ensuring that their plan met the needs of children and young people a key objective. As part of the development process, they had gone out into the community to consult with young people on what the important issues were for them and how they felt that they could best be addressed. This had been done through a series of workshops. The role of local government had been explained using images and the Child Rights approach had been central to their work.
- 3.30 Including hard-to-reach groups had proven to be a challenge. It had been felt to be particularly important that there was representation from communities suffering from significant social disadvantage. Neighbourhood renewal and the youth service had assisted with helping to identify suitable young people. The neighbourhood renewal process focussed on the most deprived areas in Northern Ireland and was aimed at assisting with the transformation from conflict to peace. There had been a lot of community engagement as a part of this, with the aim of bringing people from different communities together. This had worked well as there was a shared agenda in addressing deprivation.
- 3.31 They felt that involving children and young people in the community planning process had been the key success of their child friendly initiatives but there had been challenges in bringing about policy change and getting buy-in from senior management.
- 3.32 As part of the Child Rights Partners process with Unicef, training had been undertaken with elected Members and senior management and this had translated well into action. It had not been possible to just go through the motions as part of this process. They had the highest respect for Unicef and did not think that the work that they had undertaken would have got off the ground without their input. They felt that Unicef had been quite “hands off” in their approach. The Council had needed to come up with solutions themselves and Unicef had helped them by making them think.

*Bristol*

- 3.33 Bristol's child friendly initiative differs at it is very much a community generated initiative, with the voluntary sector and higher education institutions taking a prominent role. The local authority does not take a leading role. It is co-ordinated by the Bristol Child Friendly City network, which was initiated by three community organisations, in partnership with the University of Bristol. It is described as being inspired by the Unicef Friendly Cities initiative. The priorities of the Bristol initiative are based around the built environment and the development of a democratic voice for children and young people. It is well regarded locally and is felt to have influenced policy and planning.
- 3.34 The aims for Bristol Child Friendly City are to promote action and change so that all children are better considered in the physical and democratic 'space' of Bristol. This is underpinned by wider initiatives to create a safer, healthier, more equal and connected city for everyone.
- 3.35 Following consultation with voluntary and statutory organisations, children, young people and academics in 2015, a three part vision was developed, consisting of longer term aims, each with an 'action for change' that can be achieved in the shorter term. These are as follows:
- “1. All children have safe, independent mobility and access to the city of Bristol and its resources, including streets, communities, green space, the city centre, play, sport, arts, culture/youth culture. Children will have richer, healthier lives where they can discover, connect, pursue interests and abilities, play, learn, enjoy, participate and grow up with a sense of belonging and ownership. Children will be more present and visible, creating a truly inter-generational city. Focus for action/change: Free bus travel for under 16's in Bristol
  2. All children feel heard and have a say in decision making on things that affect their lives. Children will grow up to feel more trusted, equal, active citizens and engaged, empowered adults. Bristol will benefit from their unique perspectives and contributions, both now and in the future. Focus for action/change: 16 year olds able to vote in mayoral elections. Effective routes identified for civic/democratic participation of under 14's.
  3. Adults in positions of power make decisions with all children in mind. The planning of new places, spaces and initiatives will consider the needs of children. Bristol will be better for children and people of all ages, and more accountable to young citizens. Focus for action/change: Children become a key consideration in any strategic city processes.”

*The Welsh Government*

- 3.36 The UN Convention on the Rights of the Child has been adopted by the Welsh government as the basis of policy making for children and young people and this was now enshrined in law there. It made a specific commitment to improving the lives of children and young people and stated its aim to provide opportunities and experience for them to grow, to ensure that they know and understand about their rights and that there is help for them as and when they

need it. They introduced the Rights of Children and Young Persons (Wales) Measure in 2011 and this embeds consideration of the United Nations Convention on the Rights of the Child into law.

- 3.37 The Measure places a duty on Welsh Ministers to have due regard to The United Nations Convention. It applies to decisions of the Welsh Ministers about any of the following:
- Proposed new legislation;
  - Proposed new policies; and
  - A review of or change to an existing policy and/or legislation.
- 3.38 A Children's Rights Scheme was developed under the Measure and this includes the need to undertake Children's Rights Impact Assessment (CRIA) in respect of any of the above. It is felt that the scheme encourages consideration of the wider impacts of work outside specific policy areas.



## 4. Haringey

4.1 In undertaking its work, the Panel considered the areas that might be prioritised for action as part of a “Child Friendly” strategy. The Panel heard from officers in the Children and Young People’s Service about what are the key areas for Haringey, based on performance information:

- Haringey is the 28th most deprived local authority area in the country and the 6th most in London. Conversely, the borough is also contains some of the least deprived wards in the country;
- When housing costs are taken into account, one third of the borough’s children are living in poverty, which is the 9th highest level in London. Haringey households have been affected significantly by the cumulative impact of welfare reform. The number impacted is 22,696 (20%) households;
- The number of looked after children has steadily declined from a peak of 610 in 2011 to its current level of 429. It is nevertheless still above the average for London and England;
- The highest single cause of referrals to social care is domestic violence (22%), followed by physical abuse (16%). There are a growing number of referrals due to homelessness. However, neglect is the biggest cause of children being taken into care (14%).
- 95.3% of primary schools and 100% of secondary schools were now rated a good or outstanding. Of particular note was the fact that the educational achievement of looked after children was consistently amongst the best in the country.

4.2 The Panel noted that there is not currently a specific overarching strategy in respect of the promotion of children’s rights issues. However, there is a Young People’s Strategy as well as a Youth Offer, although a lot of resources have been lost in recent years. Action has also been taken to capture the voice of the child although it was acknowledged that this could be improved. In particular, there is the Haringey Youth Council, which has recently been reconstituted. There is also Aspire, which acts as the borough’s children in care council. It was noted that the Youth Council includes representation from children with disabilities. In terms of looked after children, the Independent Reviewing Officer is required to provide challenge and ensure that the rights of children were observed.

4.3 Officers reported that schools have their own systems for promoting children’s rights and some use the UNICEF Rights Respecting Schools framework. This can include the use of young people as mediators, many of whom had proven to be very effective. In respect of looked after children, there was the London wide pledge for children and young people in care, which Haringey has signed up to.

- 4.4 In respect of the evidence that had been received by the Panel from Leeds, it was felt that there was substance behind their child friendly initiatives. They have progressed from being challenged to stability and, in addition, they are also now able to say that they no longer have specific thresholds. The whole process had taken six years in total. Consideration was now given to the potential impact of all Council decisions on children. In addition, the “three obsessions” within the Children and Young People’s Plan had helped to focus action.
- 4.5 In terms of Haringey, officers felt that a “quick win” would be to get the Council thinking corporately about children’s issues. Child and young people are affected by and require a wide range of public services and it was felt there was a need to broaden the sense of responsibility.
- 4.6 The Panel noted that the Corporate Plan has one more year remaining and plans are being put to place to develop the new one. Officers felt that a child friendly focus could be fed into these discussions. Political and senior management commitment would be of particular importance in taking this forward. The approach could be adapted so that it was more specific to Haringey and incorporating local initiatives, such as Signs of Safety which is the model of children’s social care that is currently used. A child friendly approach need not have cost implications – it could focus on the resources that the Council had and how these could be used to best effect. It could also assist in generating commitment. In addition, an ambassador scheme such as that which was in operation in Leeds, with a role in engaging with the community, could also have potential in Haringey.

## 5. Feedback from Children and Young People in Haringey

- 5.1 The Panel obtained feedback from a range of children and young people in Haringey on the issues that are of importance to them. This was inspired by the work undertaken by Leeds City Council in developing their “12 Wishes”.

### *Haringey Youth Council*

- 5.2 At the first meeting of the re-constituted Haringey Youth Council, young people debated the issues that were of most concern to them. The three biggest concerns were identified as follows:

1. Crime and gangs
2. Youth clubs and activities for young people
3. Mental health

- 5.3 It is envisaged that, once the Youth Council's Terms of Reference are finalised and adopted, future meetings will involve input from the lead officers for these areas within the Council to ensure that the Youth Council's views are integral to service planning.

- 5.4 The Panel also submitted a number of specific questions to the Youth Council and the responses were as follows:

- *What would make Haringey a better place for you to live and grow up in?*
  1. Better access to youth centres and free activities for young people to attend in the evenings after school and weekends.
  2. At the moment there is only one council youth club (Bruce Grove) open three days a week and it is only in one area which is not accessible for all young people in Haringey to get too.
  3. If the community were more involved in helping to organise itself
- *What sort of things would make you feel safer in Haringey?*
  1. More visible Police presence but police that are from Haringey and who have a knowledge of local young people.
  2. TSG officers to be less aggressive
  3. More street lights for e.g. at the basket ball courts
- *What do you think would improve the mental health of young people?*
  1. Easy access to services for mental health problems
  2. Online booking facilities for appointments
  3. Modern apps that young people can download access to services in a contemporary way
- *In what way could activities and facilities available for young people in Haringey be improved?*
  1. More funding and a wider range of activities available for young people to take part in
  2. Mentoring opportunities for young people to have one to one support

- *How could the views of young people best be obtained by decision makers? (e.g. through meetings/social media etc.)*
1. Put questions directly to the Youth Council
  2. Questions can also be put directly to secondary and primary schools where opinions can canvassed on a wide range of subjects. If the questions are specific the whole borough can be feasibly asked.

#### *Aspire*

- 5.5 The Panel met with and obtained feedback from Aspire, who are Haringey's Children in Care Council. Aspire members present stated that their priorities were to have fun and be safe and, in particular, to be able to get around without any problems.
- 5.6 They stated that a lot of young people do not feel safe and are worried about gangs. Some are reluctant to travel to other areas of the borough away from where they live due to the "post code" issue. Officers referred to a recent visit that was made to Nandos in Wood Green as a treat for Aspire members where one young person from Aspire had needed to be escorted to safety by member of staff due to concern for his safety. Officers also reported that the post code issue can affect the life chances of young people as they can be reticent to go to other areas for education or training.
- 5.7 Other issues that arose were:
- Street lighting in some areas was felt to be not bright enough. In particular, areas on some housing estates could be dimly lit;
  - There were not enough youth clubs. These allowed young people to meet and make friends;
  - Housing could be a big issue for young people leaving care. They had access to a lot of support when in care, particularly from social workers, and could find it difficult when this was no longer available. Housing services did not appear to make any allowances for them being young or having been in care and it could be very stressful dealing with them.
- 5.8 It was felt that the best way to engage with children and young people was to use social media. Officers commented that how people spoke to young people was important in being able to get messages across.

#### *The Markfield Project*

- 5.9 Feedback was also received from the Markfield Project, who met with young people on their Youth Steering Group. They raised the following issues as being important to them:
- Safety rated very highly in the young peoples' priorities;
  - Mental health support was also an important area;
  - Money/work was an issue for all young people and they stated the need for apprenticeships and work opportunities;
  - Inclusion was thought to be of key importance for disabled young people and society generally;

- Social opportunities and fun was an area that came up throughout the discussion, particularly in relation to the needs of disabled young people. The young people wanted to see more youth clubs and activities for young people that promoted choice and independence; and
- Housing and local environment was also an important issue for our young people. They talked of the need for better cleanliness in the streets, less vandalism, litter and generally having a nicer environment. They felt better housing was also needed. Safety arose again in this discussion and one young person said “Living in Broadwater Farm doesn’t feel safe.”

## 6. Conclusions and Recommendations

- 6.1 The Panel is of the view that adopting a “Child Friendly” ethos could have a number of potential benefits for Haringey;
- The development of an enhanced corporate focus on children’s issues;
  - The potential to deliver better outcomes for children and young people by developing, through improved engagement, services that are more responsive to their needs; and
  - A greater emphasis on the key areas that may assist the borough in obtaining a “good” Ofsted rating for relevant services.
- 6.2 The Panel also noted the evidence from Leeds that becoming “Child Friendly” was not incompatible with the need to save money. Savings of £20 million were made by Leeds through a substantial reduction in the number of looked after children and it was felt that this may have been at least in part to their “Child Friendly” approach and its strong emphasis on working together with children and families to find solutions.
- 6.3 The Panel feels that there would be benefit in the Council aiming to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong and wide ranging political and officer commitment.

### **Recommendation 1:**

*That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.*

- 6.4 The new Young People’s Strategy should be developed to support the Council’s aspiration to become a “Child Friendly” borough. It is important that becoming “Child Friendly” is a meaningful process with genuine substance and commitment to change behind it. Plans within the Strategy to become a “Child Friendly” borough should therefore include the following elements, which are based on the Unicef framework;
- A clear local vision of what a “Child Friendly” borough should look like;
  - Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
- 6.5 Although it has been very impressed by the work undertaken by Leeds, The Panel nevertheless believes that a Haringey model should be adopted that reflects the needs, characteristics and aspirations of the local area. In

particular, Haringey has its own model of social care practice, which is called Signs of Safety and also follows a collaborative approach.

**Recommendation 2:**

*That a “Child Friendly borough” strategy be developed for Haringey and that this includes the following:*

- *A clear local vision of what a “Child Friendly” borough should look like;*
- *Enhanced arrangements for listening and responding effectively to the voice of the child;*
- *Engagement of children in the design, implementation and evaluation of services designed for them;*
- *Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;*
- *Action to ensure that children know their rights; and*
- *A coordinating mechanism.*

- 6.6 The Panel feels that action to enable Haringey to become a “Child Friendly” borough will have a greater chance of success if it is not just a Council initiative but involves a range of partners. The Panel would therefore recommend that action be taken to secure the collaboration of partners and, in particular, the voluntary sector.

**Recommendation 3:**

*That, as part of the development of a “Child Friendly” strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.*

- 6.7 The Panel also recommends that consideration be given to applying to become a Unicef Child Rights Partner. The Panel is mindful that there would be cost implications arising from this but is of the view that this would provide a number of benefits, including highly rated training, external challenge and the opportunity to achieve accreditation, which would provide a benchmark of the progress that has been made by the Council. In addition, it would give great standing to the Council’s “Child Friendly” scheme and help ensure that it does not become a “tick box” exercise. Becoming a Child Rights Partner would also provide access to a network of other authorities and the opportunity to share learning through this.
- 6.8 There are a number of options that could be explored for the development of the application, including partnerships with the voluntary sector, private sector involvement and a joint application with other boroughs. However, active involvement of children and young people should be a pre-requisite of any application.

**Recommendation 4:**

*That an application be made by the Council to become a Unicef Child Rights Partner.*

- 6.9 The Panel has also considered the issues that should be focussed on as part of a “Child Friendly” strategy. It has based this on feedback received from children and young people on what would make Haringey a better place for them to live and grow up in as well as performance information. The following would appear to be the priority areas for children and young people in the borough;
- Community safety. The Panel has heard from young people on a number of occasions about their concerns relating to community safety, violence and especially the “post code” issue that exists in some parts of the borough. This would appear to be a source of worry and, in some cases, risk for many young people. The Panel is particularly concerned at the possibility that it may be adversely affecting the life chances of some young people through deterring them from taking up opportunities in other parts of the borough. Although reference is made to safety in the current Young People’s strategy, it is acknowledged that improvements could be made in work to address this issue;
  - Youth facilities and activities. Play, leisure, culture and sport are not only fun but also very important aspects in the development of young people. Unfortunately, youth facilities have suffered as a consequence of cuts made necessary by austerity but it is clear from the feedback from young people that they feel that more priority now needs to be given to them;
  - Mental health. There has been a large increase nationally in demand for mental health services for children and young people in recent years, which services have struggled to cope with. In particular, depression and anxiety have increased by 70% in the past 25 years. Haringey has also historically had disproportionately high levels of mental illness. The inclusion of the issue in the top three concerns of members of Haringey Youth Council shows that it is now a very real concern for many young people;
  - Housing. The Panel heard evidence of the increasingly adverse impact that housing need is having on children and young people. This came both from feedback from young people – especially care leavers - and performance information, which showed an increasing number of referrals to social care due to homelessness; and
  - Poverty. Some areas of Haringey are still amongst the poorest in the UK and action is still clearly required to address this. Giving disadvantaged children the best possible start in life greatly increases their chances of escaping poverty.
- 6.10 Many, if not all, of the above areas are not just the responsibility of the Council but also of a range of partners. A clear strategic focus on them and the fact that they are supported by feedback from children and young people could enable the Council to challenge partners more effectively.



- 6.11 The Panel would also recommend that, should the Council proceed with its application to become a Unicef Child Rights Partner, the specific areas selected for project work reflect the above mentioned priorities.

**Recommendation 5:**

That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council's new Young People's Strategy and from the focus of projects that may be developed as part of the Unicef Child Rights Partners scheme:

- Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
- Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
- Mental health and the promotion of social and emotional well-being;
- Housing and, in particular, the avoidance of homelessness; and
- Reducing the percentage of children living in households living in poverty.

## **Appendix A**

### **Participants in the Review:**

Naomi Danquah – Unicef

Bonnie Curran - Bristol City Council

Sue Rumbold, Andy Lloyd Head and Jane Kaye – Leeds City Council

Wesley Hedger – London Borough of Tower Hamlets

Helen Harley and John Meehan – Derry and Strabane District Council

Haringey Youth Council

Aspire

Youth Steering Group - The Markfield Project

Jon Abbey and Gill Gibson – Haringey Children and Young People's Service

## Child Friendly Haringey

### RECOMMENDATIONS:

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/Agreed Not Agreed	Comments
<p>1. That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.</p>	<p>Director of Children’s Services and Priority 1 Board</p>	<p>May 2018</p>	<p><b>Agreed</b></p>	<p>The Council wholly supports the intention behind UNICEF’s idea of being "child friendly" and welcomes the interesting and varied case studies provided in the report to illustrate how other authorities have taken this forward. We believe that our current Priority 1 vision and objectives incorporate elements of the commitment to being "child friendly" but we recognise the potential value of challenging ourselves (including other Council services) and our partners to demonstrate the practical difference their policies and decisions make for children. We welcome the opportunity to explore what a commitment to being "child friendly" could look like for Haringey specifically.</p>
<p>2. That a “Child Friendly borough” strategy be developed for Haringey and that this includes the following:</p> <ul style="list-style-type: none"> <li>• A clear local vision of what a “Child Friendly” borough should look like;</li> <li>• Enhanced arrangements for listening and responding</li> </ul>			<p><b>Partially Agreed</b></p>	<p>This would have significant resourcing implications and at this point in the Corporate Plan cycle, we do not think developing a separate "child friendly borough" strategy and governance mechanism distinct from Priority 1 would be helpful. However, as we begin to consider the content of the Corporate/Borough Plan from 2018 for children and young people, we think this will provide the right process for refreshing our overarching strategy and local vision, for which a commitment to being "child friendly" could be a unifying theme. Furthermore,</p>

<p>effectively to the voice of the child;</p> <ul style="list-style-type: none"> <li>• Engagement of children in the design, implementation and evaluation of services designed for them;</li> <li>• Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;</li> <li>• Action to ensure that children know their rights; and</li> <li>• A coordinating mechanism.</li> </ul>	<p>Sarah Alexander</p> <p>Policy &amp; Strategy Team</p>	<p>December 2018</p> <p>TBC</p>		<p>there will be a number of key policies and strategies that will be revised to align with the new Corporate Plan, offering further opportunities to align our approach.</p> <p>In the shorter term, a Participation Strategy to set out expectations and arrangements for listening and responding to the voice of the child is being drafted and we will look to consult young people and partners on this strategy over the next 6 months. We aim to complement the strategy with a practitioners' guide, to influence the culture and behaviours of staff who work directly with children and young people.</p> <p>Two areas highlighted in the report that we would like to explore further with colleagues and with children and young people are the ways we might increase understanding of children's rights and whether we might develop a mechanism such as Child Impact Assessments so that the impact of policy decisions on children and young people could be properly evaluated across council services.</p>
<p>3. That, as part of the development of a "Child Friendly" strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.</p>	<p>DCS, Priority 1 Board, supported by Policy &amp; Strategy Team</p>	<p>May 2018</p>	<p><b>Agreed</b></p>	<p>The process for developing our new Corporate/Borough Plan will provide extensive opportunities for partner engagement and we will introduce the principles of being "child friendly" into these discussions to determine whether this is a strong unifying theme that resonates with stakeholders in Haringey. Utilising this process will also increase the likelihood that any commitment to being "child friendly" is part of a corporate approach and the contribution of services beyond Priority 1 can be identified and agreed.</p>

<p>4. That an application be made by the Council to become a Unicef Child Rights Partner.</p>			<p><b>Not Agreed</b></p>	<p>Pending the discussions outlined above, and in light of the significant financial contribution required by UNICEF at a time of severe budget pressure, we do not believe that applying to become a Child Rights Partner is the right decision for Haringey at this time. However we remain open to doing so in the future if agreement can be reached about what the local commitment to being "child friendly" would mean for Haringey and buy-in secured from our partners.</p>
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<p>5. That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council's new Young People's Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme;</p> <ul style="list-style-type: none"> <li>• Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;</li> <li>• Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;</li> <li>• Mental health and the promotion of social and emotional well-being;</li> <li>• Housing and, in particular, the avoidance of homelessness; and</li> <li>• Reducing the percentage of children living in households living in poverty.</li> </ul>	<p>Jennifer Sergeant &amp; Young People's Strategy Steering Group</p>	<p>September 2018</p>	<p><b>Agreed</b></p>	<p>We welcome all feedback from children and young people about what their priorities are and how they would like to see us respond. The issues of Community Safety, mental health services and youth facilities are already picked up as part of our Young People's Strategy 2015-18 and there is work ongoing in each of these areas, which officers would be happy to provide further information on. The Young People's Strategy is due for review in 2018 following the agreement of a new Corporate Plan and further engagement with young people as part of this will help to update our objectives and inform service development.</p> <p>The issues of housing and homelessness for young people have been considered as part of the Supported Housing Review recently completed and we are planning to recommission the youth homelessness pathway. We also recognise the growing challenge relating to housing for young residents and continue to work closely with Homes for Haringey to ensure homelessness prevention is maximised.</p> <p>Child poverty remains a significant concern in Haringey, despite the improvement in the relative deprivation of the borough compared to the London and national picture. Child poverty and improving life chances requires a multi-dimensional response from the council, which is reflected in our commitment to outstanding schools, our work on post-16 education and reducing NEETs, benefits maximisation and managing the impact of welfare reform, and supporting parents into work by rolling-out the local Early Years offer.</p>
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**Report for:** Cabinet 20 June 2017

**Item number:** 9

**Title:** Cabinet Response to the Overview and Scrutiny Committee's Physical Activity for Older People Project

**Report authorised by:** Jeanelle De Gruchy; Director for Public Health

**Lead Officer:** Andrea Keeble; Commissioning & Client Manager; Active Communities, Leisure & Partnerships - 5712

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Non key

## 1. Describe the issue under consideration

1.1 The report sets out the proposed Cabinet response (attached as Appendix 2) to the recommendations of the Overview and Scrutiny Committee's Physical Activity for Older People Project (attached as Appendix 1), which was carried out between July 2016 and February 2017.

## 2. Cabinet Member Introduction

2.1 The Council welcomes the attention that the Committee has given to how we can address the low rates of physical activity among older people in the borough. Physical activity is one of the strongest positive influences on our health and wellbeing over our lifetime – from our early years, to supporting healthy aging – and key to reducing the demand for health and social care. Our strategic commitment to prevention and maximising independence means that we need to focus on how to increase the physical activity of all our residents, including those who are older.

2.2 As the report illustrates, many Council and commissioned services have a role to play in encouraging and enabling physical activity. Our existing commitment to providing free access to leisure centres for those aged 65+ is a strong foundation, but Haringey – in line with the rest of London and England – continues to have low rates of physical activity amongst older people. As such, we welcome the contribution in this report to how our current offer and approach can be amplified even as we face severe financial challenges.

2.3 We are developing through our Design Framework for Integrated Health and Care a whole system approach to public health and care which is both broader and deeper than our traditional focus on providing social care. This incorporates our commitment to prevention with efforts of improving health and wellbeing

through all council services and policies. The detailed recommendations provided by the Committee will be aligned with this overall strategic approach.

**3. Recommendations**

3.1 Members are asked:

- (a) To consider the Overview and Scrutiny Report for the Physical Activity for Older People Project (attached as Appendix 1)
- (b) To agree the responses to the Overview and Scrutiny Report recommendations (attached as Appendix 2)

**4. Reasons for decision**

4.1 The reasons for decision are detailed in section 4 of the Overview and Scrutiny Report for the Physical Activity for Older People (attached as Appendix 1).

4.2 The recommendations and responses (Appendix 2) address the concerns around the low rates of physical activity amongst older people detailed in the Panel's report.

4.3 It should be noted that not all the recommendations could be fully agreed. This is firstly due to the separate decision making processes that are required to achieve full agreement. These separate decision making processes could not be completed within the timeframe required for adoption. Likewise funding is not in place for all recommendations. Fuller explanations around the recommendations and responses are detailed in Appendix 2.

4.4 The financial implications of these recommendations are currently neutral. Some realignment of people resources is required and accepted. Where actual funding is required, as detailed in the recommendations, this is subject to successfully drawing down external funding from bodies such as Sport England. Activities requiring support / delivery by Fusion and other partners have been agreed with them.

4.5 It can also be expected that longer term savings will be made if older people are healthier and more independent as a result from becoming more active.

**5. Alternative options considered**

5.1 The Overview and Scrutiny Committee explored a number of views, good practice and evidence from many sources to enable the collation of the report and the subsequent recommendations.

5.2 The recommendations have been carefully considered in light of our strategic priorities and the resources available. Detailed responses have been drawn up to each recommendation and in most cases there is agreement to take these forward to help the Council and its partners improve physical activity rates amongst older people in the Borough. Where we do not fully agree that a



recommendation represents the right course of action, we have detailed this in the response.

## 6. Background information

- 6.1 Physically active older people have a lower risk of ill-health including dementia and have higher levels of physical and cognitive function, psychological well-being and independence than inactive older people.
- 6.2 However, as we grow older, Public Health England reports that we don't do enough to stay healthy. By the age of 75 only one in ten men and one in 20 women are active enough for good health. As a result, encouraging older adults to be more active, creative and connected is a major health and care issue. Starting to exercise later in life is always worth it, leading even then to improvements in health, functioning and wellbeing.
- 6.3 Recently the physical activity landscape has changed. The Department of Culture, Media and Sport in December 2015 published its new overarching strategic direction for sport 'Sporting Future: A New Strategy for an Active Nation'. This was followed up in 2016 with Sport England's updated strategy 'Towards an Active Nation'.
- 6.4 Nationally the most fundamental shift in strategic direction can be summarised as a move away from a 'Sport for All' approach to developing a more productive, sustainable and responsible sports sector that works to ensure that people from every background regularly and meaningfully engage in sport and physical activity.
- 6.5 Within the new strategic direction there is an explicit recognition that not enough has been done previously to engage the inactive, of which the biggest and most significant group is older people.
- 6.6 In response to the borough's current wellbeing and corporate priorities as well as Sport England's strategy, the Council and our partners have in the past few years developed a number of programmes and initiatives to encourage more physical activity amongst older people. These include:
- The Haringey Walks Campaign
  - Introduction of Silverfit (a 50+ programme based in Lordship Rec)
  - Better with Age programming in the leisure centres
  - Major campaign to encourage more take up of the 65+ free access to the leisure centres' membership
  - A GP surgery leading and promoting a local exercise class for those with long term conditions.
- 6.7 The Health and Wellbeing Strategy, with the Corporate Plan (currently being updated) and the Physical Activity and Sport Framework (being updated) will ensure significantly more strategic focus on achieving the ambition of an 'Active and Healthy Haringey'. The Panel's investigations and recommendations relating to older people and physical activity could not be more pertinent in this context, and contribute to this emerging strategic direction.

- 6.8 Further to programming and campaigns to encourage physical activity, the Council's wider ambitions for an 'Active and Healthy Haringey' will, as this strategic direction develops, lead to;
- the activation of the various levers available to the Council and partners; strategic, policy, organisational, physical, financial and other levers to establish and drive the transformation required to deliver large scale improvements to physical activity.
  - exploiting regeneration opportunities to design the public realm with active, healthy living right at its heart, in close collaboration with our communities; which will improve health outcomes at scale for the long term.
- 6.10 In this context the process undertaken by the Overview and Scrutiny Committee and the recommendations (see Appendix 2) and outputs arising from the work undertaken, can be seen as an important part of this journey to a more integrated approach to improving physical activity not just among older people but across the wider population.
- 6.11 The recommendations evolve from the best research available and new ways of working. They take the local situation into account and derive from the need to reduce the problems associated with the intertwined themes of physical inactivity and social isolation. The fulfilment of the recommendations allied with current work programmes will have a very positive impact on levels of physical activity in older people.

## **7. Contribution to Strategic Outcomes**

- 7.1 The recommendations and responses made will contribute to achieving Priority 2 of the Corporate Plan: 'To enable all adults to live healthy, long and fulfilling lives'.
- 7.2 Linked to the above, a clear contribution to the Health and Wellbeing Strategy's priority of 'Increasing healthy life expectancy' and the key ambition of 'Increasing the number of adults who will be physically active'.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **8.1 Finance**

- 8.1.1 Recommendations and responses set out in Appendix 2 are cost neutral. There are financial implications but as detailed in the responses these are subject to:
- External funding being achieved
  - Separate decision making processes e.g. any contract negotiation around the Leisure Management contract with Fusion
- 8.1.2 It is therefore expected that the majority of recommendations could be enacted with minimal financial impact to the Council.

8.1.3 There are no savings identified but it could be expected that savings would accrue over time if older residents were more active and healthy.

## **8.2 Legal**

8.2.1 Under Section 9F of the Local Government Act 2000 (“LGA”), the Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitants of its area.

8.2.2 Under Section 9FE of the LGA there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within two months of receiving the Report and recommendations.

## **8.3 Equality**

8.3.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.3.2 The recommendations of the Panel when fulfilled will contribute towards tackling the poor levels of physical activity amongst older people by advancing equality of opportunity between older people and the wider population.

8.3.3 As many older people are also disabled, the focus on offering more targeted activities for people with dementia and associated conditions is also positive.

8.3.4 Older people make up the largest cohort of the inactive in the borough. Inactivity contributes significantly to a wide range of conditions which inhibit an individual from enjoying life. Efforts to reduce this will improve social cohesion and advance the ability of older people to participate in civic life.

8.3.5 Inactivity in older people is worse for BAME and women in this group, thus a more targeted approach to increase activity, as outlined in the recommendations, will reduce the inequality experienced by people from BAME communities and women.

## **9. Use of Appendices**

9.1 Appendix 1 - Overview and Scrutiny Committee’s Physical Activity for Older People’s Project Report

9.2 Appendix 2 – Recommendations and Responses of the Overview and Scrutiny Committee’s Physical Activity for Older People’s Project

## **10. Local Government (Access to Information) Act 1985**



## Appendix 1

**Report for:** Overview and Scrutiny Committee – 27 March 2017

**Title:** Physical Activity for Older People Scrutiny Project

**Report authorised by :** Cllr Pippa Connor, Chair, Adults and Health Scrutiny Panel

**Lead Officer:** Christian Scade, Principal Scrutiny Officer  
Tel 020 8489 2933 or email [christian.scade@haringey.gov.uk](mailto:christian.scade@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** N/A

### 1. Describe the issue under consideration

Since July, the Adults and Health Scrutiny Panel has been undertaking an in-depth piece of work regarding Haringey's approach to increasing physical activity among older adults. This report outlines the findings, conclusions and recommendations that the Panel has made.

### 2. Chair's Foreword

Physical inactivity and social isolation are two intertwining themes that run throughout our borough. It is imperative that we look to how we can improve both the health and wellbeing of our communities by using the best research available and new ways of working.

In pulling together the knowledge from all our contributors' expertise I am delighted to be part of a report that looks at the practicalities on the ground and offers useful solutions. These range from improving the physical health within our care homes to how we join up often complex pathways as a person leaves hospital ensuring they belong to a group or activity that suits them.

The Panel came up with five main recommendations

- To commission physical activity as a must within our Care Homes. In addition, utilising Haringey Healthwatch's powers to provide independent challenge. The CQC could then be asked to include physical activity as part of its inspection process.
- Making physical activity and social inclusion part of the Home from Hospital pathway, linking up to new networks within our community care provision.
- Expanding home grown ideas such as the 'Year of Walking' and thinking about not only how this is communicated to all our residents but how we provide oversight to ensure it flourishes.

- Challenging leisure providers such as Fusion to think differently about their current provision of physical and social interaction especially for people with physical or learning disabilities.
- Underpinning our recommendations and important in its own right is the 'mapping' of all our activities we offer in the borough. We recognise that we need to enable residents and front line workers to be able to easily access this information in order to make choices that suit them.

None of our recommendations will work unless we ensure that they are person centred, not just in words but in actions. We have found that throughout all the research people will tend to remain in activities if it contains a strong social element as it is this that strengthens the group and therefore a 'pull' to return week after week. All recommendations must be based on the reality of what people want and whether it fits in with their own lives.

I hope that these recommendations not only tackle borough based need as in care homes, but speak to all older people who can struggle to realise what is out there in the community, and that we can support them to enjoy greater health and independence through joining and belonging to their local groups.

I would like to thank all the people who gave up their time to come and speak to us, especially the specialists in their field of research, who came from all over the county and whose knowledge challenged us to think differently about how we tackle physical inactivity and social isolation in our borough.

Thank you to all the heads of services who worked together across disciplines to put forward new ideas and to all the front-line staff who gave us a realistic perspective. Finally, to the sports specialists who allowed us to see how we could work with groups that are often hard to reach.

I will conclude with a huge thank you to all panel members for their constant enthusiasm and the panel's scrutiny officer who has created this report from the enormous amount of information we received.

**Cllr Pippa Connor, Chair, Adults and Health Scrutiny Panel**

### **3. Recommendations**

- (a) That the Overview and Scrutiny Committee considers the findings of the Adults and Health Scrutiny Panel and agrees the recommendations, attached at **Table 1**.
- (b) That, subject to any comments or amendments the Committee wish to make, this report be submitted to Cabinet, in June 2017, for response.

**Table 1 – Recommendations**

No	Recommendation	Who	Section
1	That the findings/recommendations from the Physical Activity for Older People Scrutiny Review be considered in full as part of the 2017 refresh of Haringey's Physical Activity and Sport Framework.	Council	13
2	That, in developing the design framework for Haringey's model for integrated health and care, the Assistant Director for Adult Social Services and the Director of Commissioning for Haringey CCG, be asked to ensure physical activity is included within all care pathways, with interventions available across the prevention pyramid (population, community, personal).	Council / CCG	13
3	That consideration be given to how the Fusion Annual Service Plan can be used to provide a wider range of activities for older people within the current leisure centre programme, including at New River Sport and Fitness.	Council / Fusion	14
4	That in addition to the concession/free access already provided, should an opportunity arise to renegotiate parts of the Leisure Centre contract, consideration should be given to using the subsidy to encourage more residents aged 50+ through the door.	Council / Fusion	14
5	That the Better With Age programme (targeted at 50+) be provided: (i) more frequently at Tottenham Green Pools and Fitness and (ii) at other locations.	Council / Fusion	14
6	That Fusion be asked to sign up to the Haringey Dementia Action Alliance.	Fusion	14
7	That consideration be given to how the Fusion Annual Service Plan can be used to facilitate inclusive activities, including those that support older people with learning and/or physical disabilities.	Council / Fusion	14
8	<p>That:</p> <p>(a) A major publicity campaign led by the Council, in partnership with Fusion, be delivered once a year to raise awareness of the concessionary access, leisure provision and activities that are available for older residents.</p> <p>(b) The Communities, Leisure and Partnerships Team review all Council communication material relating to activities for older people, including pages <a href="#">on the Council's website</a>, to ensure information is up to date and clearly describes the activities available and where to go for further information.</p>	Council / Fusion	14

No	Recommendation	Who	Section
	(c) Fusion be asked to review all their communication material relating to activities for older people, including pages <a href="#">on their website</a> , to ensure information is up to date and clearly describes the activities available and where to go for further information.		
9	<p>That the top line messages below be used by commissioners, policy makers and practitioners to ensure clear and simple advice is provided to older people (including frailer, older people) on physical activity:</p> <ul style="list-style-type: none"> <li>➤ Taking part in any amount of physical activity will provide some essential benefits to both physical and mental health</li> <li>➤ Some physical activity is better than none!</li> <li>➤ Everyone should limit and break up the amount of time spent being sedentary (sitting).</li> <li>➤ Physical activity should be built up gradually.</li> <li>➤ Physical activity should provide a sense of enjoyment and purpose.</li> <li>➤ Physical activity is everyone's business and everyone benefits.</li> </ul>	Council / all stakeholders	14
10	That consideration be given to how the Active for Life programme could be incorporated into the wider 2032 Fusion contract, once the Public Health contract for this provision, including GP Exercise Referral and borough wide Health Walks, ends in 2018.	Council / Fusion	15
11	<p>That:</p> <p>(a) The Director of Commissioning for Haringey CCG be asked to ensure information about <a href="#">Haringey's Walking for Health Groups</a> is displayed at all Health Centres and GP Surgeries.</p> <p>(b) The Community and Customer Relations Director for Homes for Haringey be asked to display information about <a href="#">Haringey's Walking for Health Groups</a> on all Estate Notice Boards.</p>	Council / CCG / Homes for Haringey / Fusion	15



No	Recommendation	Who	Section
	<p>(c) The Head of External Communications, Haringey Council, be asked to ensure information about <a href="#">Haringey's Walking for Health Groups</a> is provided on notice boards across the borough, including at all libraries.</p> <p>(d) Fusion be asked to ensure information about <a href="#">Haringey's Walking for Health Groups</a> is displayed at all Leisure Centres across the borough.</p> <p>(e) The Director for Public Health be asked to work with Fusion to ensure information provided about Haringey's Walking for Health Groups, including online, is updated to include information on the duration, type and level (easy, medium, hard) of each walk.</p>		
12	That the Council and CCG consider the use of small grants (rather than commissioned contracts) and establish a small grant fund (possibly with collaboration with the wards budgets, overseen by the Bridge Renewal Trust) to support small scale local activity sessions for older people.	Council / CCG	16
13	That, subject to funding being identified, the Council should support (a) the continuation of Silverfit within Lordship Rec and (b) the provision of another session e.g. in the Northumberland Park area. This support should include working with Silverfit to promote sessions across the local community.	Council / Silverfit	17
14	That the Council help to facilitate opportunities for Homes for Haringey to meet with commissioners and providers of activities so that underused spaces in sheltered housing and elsewhere, such as underused lounges and tenants/community rooms in blocks, can be used productively for physical activities for older people.	Council / Homes for Haringey	21
15	That the Council and Bridge Renewal Trust continue to work together to ensure information, concerning physical activity for older people obtained via the asset mapping exercise, is available, accessible and can be used by residents, carers, front line staff and care coordinators before the end of 2017.	Council / BRT	22
16	<p>That the Director for Public Health be asked to establish a sub group of the Haringey Active Network – the local Community Sport and Physical Activity Network (CSPAN) – to focus on Physical Activity for Older People. The sub group should:</p> <ul style="list-style-type: none"> <li>- Have its own terms of reference and a membership representing the broad mix of organisations who are taking up the challenge of providing / commissioning physical activity for older adults</li> </ul>	Council	22

No	Recommendation	Who	Section
	<p>across the borough.</p> <ul style="list-style-type: none"> <li>- Share information and resources and create a distinctive learning community of “like-minded people”.</li> <li>- Provide information on volunteer brokerage, including how to access funding, resources, and/or other opportunities.</li> <li>- Give consideration to the format of meetings (e.g. World Cafe methodology) to ensure effective networking across a broad mix of organisations</li> <li>- Report annually to the Haringey Health and Wellbeing Board via the Active Haringey Network. This should include an update on each of the bullet points above.</li> </ul>		
17	<p>That the Director for Public Health and Assistant Director for Transformation and Resources work together to ensure:</p> <p>(a) All front line staff receive training on MECC as part of their induction to the Council. As a minimum, this should include asking new starters to go online to look at the e-learning tool.</p> <p>(b) Existing frontline workers have an opportunity to discuss training needs in relation to MECC as part of the ongoing “My Conversation” appraisal process. Steps should be put in place to ensure issues in relation to MECC are discussed at least once a year.</p> <p>(c) That (a) and (b) above be used to ensure feedback from staff is reviewed annually to ensure improvements can be made to Haringey’s MECC training offer, including the e-learning tool, in view of experience.</p>	Council	23

No	Recommendation	Who	Section
18	<p>That the <a href="#">“Care...about physical activity” resource pack</a> be used by the Director of Adult Social Services to develop Haringey’s Care Home Placement Agreement alongside the commissioning of services as part of the residential/nursing home contact, via DPS during 2017/18, to ensure:</p> <p>(a) Residents have physical activity choices documented in their care plans.</p> <p>(b) All staff understand the importance of daily physical activity and encourage residents at every opportunity to be more active in a way that meets their needs and choices with a clear purpose.</p> <p>(c) Participation in physical activity is valued and is a commitment for everyone who is part of the care home community such as relatives, staff, friends and others.</p> <p>(d) Management provides leadership and support to promote physical activity.</p> <p>(e) The environment facilitates an active lifestyle to take place by being appropriate for the needs and choices of the residents, staff and those in the care home community.</p> <p>(f) Training is available for staff to raise awareness of the benefits of physical activity and ways to enable residents to be active.</p> <p>(g) Connections can be made with accessible local services and organisations to provide specific advice, guidance and support to promote physical activity.</p> <p>(h) Care homes are aware of what local places and spaces are available to support people to be more active on a daily basis and makes use of the available opportunities.</p>	Council	24
19	<p>That Healthwatch Haringey explore using enter and view powers to identify levels of commitment to promote physical activity among care homes in Haringey. Working with commissioners, a base line assessment should be completed during 2017 with a full inspection planned for 2018 once <a href="#">tools outlined in the “Care...about physical activity” resource pack</a> have been introduced in Haringey.</p>	Council / Healthwatch	24
20	<p>That progress in relation to promoting physical activity in care homes be monitored via the Quality Assurance Sub Group of the Haringey Safeguarding Adults Board.</p>	SAB	24

No	Recommendation	Who	Section
21	The Cabinet Member for Finance and Health be asked to write to the Care Quality Commission to recommend that enabling access to appropriate physical activity is recognised as part of the inspection process, within either the question is the service effective or is the service responsive?	Council / CQC	24
22	<p>That the Director of Commissioning for Haringey CCG be asked to coordinate a meeting between NHS commissioners and the Bridge Homes from Hospital Team to ensure the following recommendations are taken forward:</p> <p>(a) That, as part of the Homes from Hospital assessment form, the question on joining a local group (to provide physical and social support) should be discussed at the first meeting with an expectation that a suitable group, to suit the clients individual needs, will be found by the Homes from Hospital team and that a team member escorts the client to this group within the 4 week period.</p> <p>(b) That, on completion of the Home from Hospital service, information on the group/activity attended by the client should be provided to the CHIN (in which the client's GP practice is based). The CHIN care coordinator (or similar role) should then liaise with the client to follow up on how the activity is going and whether it is working, both in terms of physical activity and social interaction.</p> <p>(c) That a member of the Senior Administration team, at each local hospital, should be aware of the Home from Hospital service.</p> <p>(d) Hospital Ward Clerks should be given appropriate information on how to mark a patients record, on discharge from hospital, to indicate they are part of the scheme and how to contact the Home from Hospital team if there is a re admission within a 4 week time frame.</p> <p>(e) That any re admission to hospital by the client during the Home from Hospital support period should be flagged up by the Ward Clerk on the hospital admissions ward and reported to the Home from Hospital team coordinator.</p> <p>(f) The CHIN team should ensure feedback is given, at regular intervals, to the Home from Hospital team</p>	CCG / BRT	24

No	Recommendation	Who	Section
	<p>on outcomes from their referrals to local group activities. This is to strengthen good practice and to flag up any issues with activities/ groups so further referrals can be made elsewhere if necessary.</p> <p>(g) The Bridge Renewal Trust should ensure information gleaned from their asset mapping exercise is made available to their Home from Hospital team, so they can refer clients to the most appropriate activity. This information should also be shared with the CHIN team.</p>		
23	<p>That:</p> <p>(a) It be noted the Adults and Health Scrutiny Panel fully support the Council's application to Sport England for funding to help tackle inactivity in older people.</p> <p>(b) If the Council is successful in drawing down the Active Ageing funding, the Adults and Health Scrutiny Panel should be involved in the development of the project.</p> <p>(c) Given the importance of reducing older people's inactivity levels, even if the Council is not successful with its Expression of Interest it is recommended that aspects of Haringey's Active Aging Project be progressed, with alternative funding sought for delivery.</p>	Council	26

#### 4. Reasons for decision

*“Many of the main public health concerns in Haringey – such as cardiovascular disease, high blood pressure, stroke, type 2 diabetes, obesity, depression and some cancers – are directly linked to people leading sedentary lives. Even a small shift in lifestyle to become more active on a regular basis can have huge health benefits which can considerably improve quality of life and life expectancy. Physical inactivity has become normal for too many people in Haringey and this has to stop.”* (Haringey Physical Activity and Sport Framework 2014-19)

- 4.1 Under the agreed terms of reference, Overview and Scrutiny can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement.
- 4.2 In this context, the Overview and Scrutiny Committee, on 21 July 2016, agreed the Adults and Health Scrutiny Panel should set up a review project for 2016/17.
- 4.3 The **Terms of Reference** for this task and finish project were to make recommendations on Haringey’s approach to increasing physical activity among older adults, by:
- Identifying what the Council and partners can do, especially in terms of community level interventions (e.g. walking and gardening) and interventions through services (e.g. Silver Fit and One You Haringey);
  - Ensuring the most is being made of everyday interactions i.e. front line staff engaging with residents (Making Every Contact Count);
  - Identifying activities/services that are available and investigating how these are marketed, communicated and sign posted;
  - Working with communities, and engaging older people, to establish the types of activity they like and what the barriers are;
  - Identifying solutions that can be introduced/facilitated/supported by the Council and/or partners.
- 4.4 When addressing the above, it was agreed consideration would be given to older people from hard to reach groups, including those living in care homes and supported living environments; those from minority communities; and those who are socially excluded.
- 4.5 The reasons for carrying out this review include:
- In 2015, over 1 in 4 residents were physically inactive (Public Health Outcomes Framework).

- New models of social care, that encourage people to do more for themselves, are needed to reduce social care costs.
- Participation in physical activity declines with age. This impacts on an older adults ability to remain independent and maintain social contacts.
- Even small amounts of physical activity can lead to health gains and support people to self manage their long term conditions.
- By 2021 there will be a 40% increase in the number of people over the age of 80 living in Haringey. The biggest increases will be seen in the east of the borough, with a 50% increase in Tottenham Hale and 45% increases in Noel Park and Seven Sisters respectively ([GLA Population Projections, 2015](#)).

4.6 The recommendations contained in this report address these concerns.

## 5. **Alternative options considered**

5.1 As outlined in section 6, evidence for this review was gathered in a variety of ways. Alternative methods were not considered as this methodology enabled the Panel to address the terms of reference set for the project (see par 4.3).

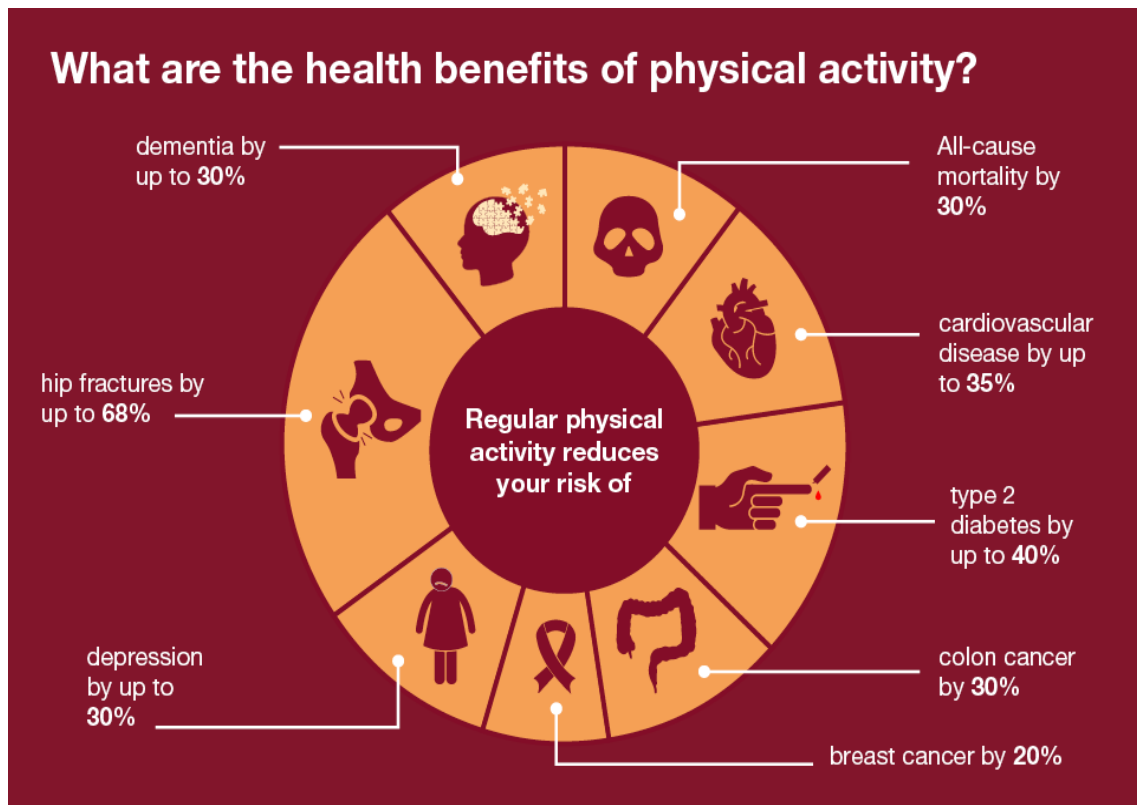
5.2 The options considered during the course of the review are outlined in the main body of the report. However, the Overview and Scrutiny Committee could decide not to approve the Panel's report and recommendations, which would mean they could not be referred to Cabinet for a response.

## 6. **Methodology**

6.1 The Panel held 10 evidence gathering sessions, receiving evidence from local stakeholders as well as external contributors. A list of witnesses interviewed as part of the review can be found at **Appendix 1**. In addition, the Panel took part in a number of activities, including Walking for Health and Silverfit Haringey, and assessed a range of documentary evidence (e.g. Committee Reports) and other published material (research papers) to assist in its work.

## 7. Introduction

- 7.1 Physically active older people have lower risk of ill-health including dementia and have higher levels of physical and cognitive function, psychological well-being and independence than inactive older people.



**Source:**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/374914/Framework\\_13.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/374914/Framework_13.pdf)

- 7.2 However, as we grow older, Public Health England reports that we don't do enough to stay healthy. By the age of 75 only one in ten men and one in 20 women are active enough for good health. As a result, encouraging older adults to be more active, creative and connected is a major health and social issue.
- 7.3 The following publications highlight the need for new approaches to improving the health, independence and quality of life for all older residents.

We need a revolution in physical activity and health. In partnership with local and national government, professionals in schools, the health sector, transportation, the sports, leisure and voluntary sectors call all be energized to achieve this common goal. We just need to light the touch paper.

The number of people aged 60 and over is currently 20% of the population. This will rise to 24% by 2030, and in the next 20 years, the number of over 60s will treble. As people age, it can be argued that activity is more, not less important. Retirement can be stimulus to increase activity and try new hobbies. The good news is that it is never too late to adopt a more physically active lifestyle. There is strong evidence that the benefits of physical activity apply even to older adults who have been previously inactive. There is



evidence that physical activity can tackle the growing problem of social isolation as well as health benefits. Targeted and tailored individual interventions are most likely to be successful with older people, as they address specific needs and concerns.

**Everybody Active, every day. What works – the evidence. Public Health England (October 2014)**

For older adults, the major challenges to their health and wellbeing are the greater risk of cardiovascular and metabolic disease; loss of physical function; loss of cognitive function; increased risk of depression, dementia and Alzheimer’s disease; and increased risk of falling. Engaging in physical activity carries low health and safety risks for most older adults while the risks of poor health as a result of inactivity are very high.

**Danceactive: Commissioning Dance for Health and Wellbeing. Guidance and Resources for Commissioners. Jan Burkhardt & Jo Rhodes (March 2012)**

Studies have shown that tai chi can help people aged 65 and over to reduce stress, improve balance and general mobility, and increase muscle strength in the legs. **NHS Choices (September 2015)**

Regular dance activity can help maintain cognitive function, reduce cardiovascular risk and reduce the risk of falls. Dance programmes involving regular sessions can provide ways to be active, have fun and above all engage socially with others; critical to maintaining mental wellbeing in older people.

**Danceactive: Commissioning Dance for Health and Wellbeing. Guidance and Resources for Commissioners. Jan Burkhardt & Jo Rhodes (March 2012)**

### **Key definitions and guidelines on physical activity**

- 7.4 Definitions and guidelines on physical activity were considered throughout the review.
- 7.5 The introduction of the UK physical activity guidelines for older adults in 2011 follows the lead of other international countries. They are based on evidence from research and provide information on how much physical activity is required to achieve health and other benefits.

### **UK Chief Medical Officers’ Guidelines**

**For older adults (65 plus years):**

1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.
2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in

bouts of ten minutes or more – one way to approach this is to do 30 minutes on at least five days a week.

3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.
4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.
5. Older adults at risk of falls should incorporate physical activity to improve balance and coordination on at least two days a week.
6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

**Disabled older adults:**

Based on the evidence, the guidelines can be applied to disabled older adults emphasising that they need to be adjusted for each individual based on that person’s exercise capacity and any special health or risk issues.

7.6 Physical activity is defined as “any bodily movement produced by the skeletal muscles that result in an energy expenditure, including a range of leisure-time, routine and occupational activities” (Haringey Joint Strategic Needs Assessment). An “inactive” person is someone who has participated in less than 1 x 30 minutes of moderate intensity exercise in the past four weeks (Sport England).

7.7 However, from the evidence received, the Panel concluded there was no agreed definition of older or old people and that people/organisations differ widely in what they consider to be old. For example, whilst most witnesses accepted the chronological age of 65 years as a definition of 'elderly', it was clear that this did not always match how services for “older adults” were marketed or communicated to various audience groups.

**How old is “older”?** – comments received during the review

*A person above 65, as it has been associated with...state pension age.*

*Step down in participation levels (to below the national average) happens in mid-50s.*

*“Inactive” behaviours and attitudes are likely to have earlier origins but inactivity is much less prevalent for 40-50s.*

*“Over 50s” is quite a common definition within government. This has links to the prevention agenda both nationally and locally across a variety of policy areas. For example, tackling pensioner finance before retirement or by promoting better health/independence before need for A&E/social care etc*

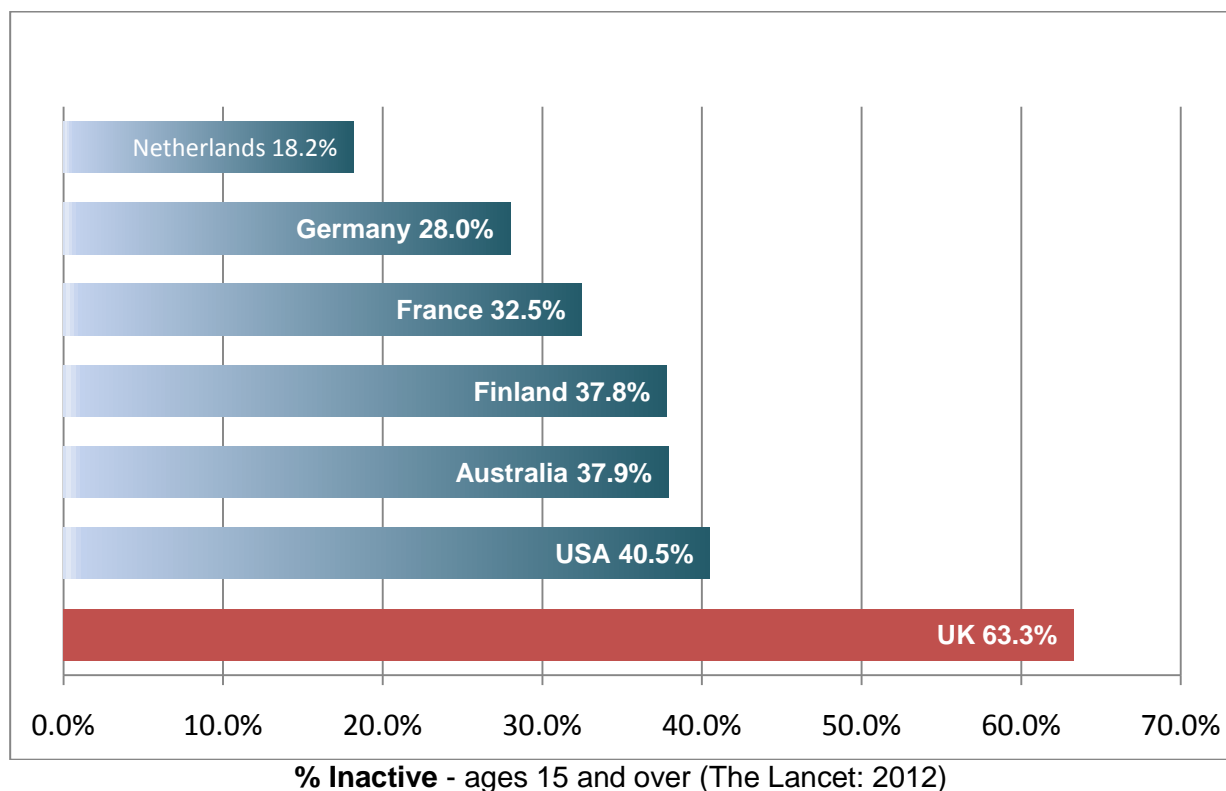
- 7.8 In view of this, it was suggested insight should explore “50+” as a broad starting point but it was agreed age alone was unlikely to be the best factor for breaking down audience groups. The implications of this, in relation to interpreting the guidelines issued by the four Chief Medical Officers of England, Scotland, Wales and Northern Ireland, and service delivery in Haringey, are explored in more detail in section 12.

## Findings

### 8. How active are we?

8.1 During evidence gathering the benefits of physical activity for adults and older adults were well reported and are summarised at **Appendix 2**. Despite this, and as demonstrated by data below, the levels of physical activity remain low across many age groups.

**Table 1: How inactive are we?**



8.2 Inactivity is a common issue across high income countries, with activity levels decreasing since the 1960s. The reason is physical activity has been designed out of lives over the last few decades. Trends such as increased car ownership and use have reduced manual element of jobs while increased home-based entertainment has designed physical activity out of many people's lives. In short, we are the first generation that needs to make a proactive choice to be physically active.

8.3 Differences in metrics make direct comparison between countries tricky, but international studies in which the same measures have been used consistently show the UK to be much more inactive than comparable countries. The graph above is from data, published in the Lancet in 2012, that looked across 122 World Health Organization member states<sup>1</sup>. It demonstrates that the UK is three

<sup>1</sup>**Note:** Comparator = Not meeting any of the following per week: (a) 5 x 30 mins moderate-intensity activity; (b) 3 x 20 mins vigorous-intensity activity; (c) equivalent combination achieving 600 metabolic equivalent-min.

times more inactive than people in Holland, twice as inactive as Germany and 50% more inactive than the States.

- 8.4 Public Health England estimates physical inactivity costs the UK at least £7.4 billion per year. This is based on estimates of £0.9 billion in costs to the NHS and £6.5 billion in non-NHS costs (£5.5 billion from sickness absence and £1 billion from premature death of people of working age).
- 8.5 Falls are the commonest cause of death from injury in the over 65s, and many falls result in fractures and/or head injuries. Falls cost the NHS more than £2 billion per year and also have a knock-on effect on productivity costs in terms of carer time and absence from work. Older adults who participate in regular physical activity have an approximately 30% lower risk of falls.
- 8.6 In addition, long term conditions like diabetes, cardiovascular and respiratory disease can lead to greater dependency on domiciliary care, residential and ultimately nursing care (Snooks et al. 2011). This creates avoidable costs for the Council as well as economic and social pressure on families.
- 8.7 The data below (tables 2, 3 and 4) originates from the Sport England Active People Survey (APS) - a self-reported survey. However, the Panel was made aware, from analysis of accelerometer data, that people often engage in less activity than stated in the APS. In addition, sedentary behaviour increases with age and observational evidence using self-reporting and accelerometry indicates that sedentary time rises sharply from age 70 onwards. Furthermore, many older adults spend ten hours or more each day sitting or lying down, making them the most sedentary population.

**Table 2: Haringey Overview**

Compared with England	Better	Similar	Worse
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*Public Health England highlights the difference between national and local values using red-amber-green (RAG) ratings. The RAG rating is assigned by calculating whether or not the 95% confidence interval of the local value overlaps with the England value. A green rating should not be interpreted to mean that the issue is not an important public health problem for the local area, rather, comparatively to England, the local area is significantly better.*

Public Health Outcomes Framework - Key Physical Activity Data				
Adults 16+	Year	England	London	Haringey
<b>Physical Activity</b>				
Percentage of physically active (150 minutes or more a week)	2015	57.0	57.8	58.2
	2014	57.0	57.8	59.1
Percentage of physically inactive (less than 30 minutes a week of moderate intensity exercise)	2015	28.7	28.1	28.3
	2014	27.7	27.0	26.4

Source: <http://fingertips.phe.org.uk/profile/physical-activity>

Table 3: Older Adult Participation

Sport England Active People Survey				
Adults 65+ Only	Year <sup>2</sup>	England	London	Haringey
<b>Physical Activity</b>				
Percentage of physically active 65+ adults (150 minutes or more a week)	2014	39.9	35.8	37.8
	2013	37.9	32.9	27.0
Percentage of physically inactive 65+ adults (less than 30 minutes a week of moderate intensity exercise)	2014	45.3	49.0	46.6
	2013	47.2	51.8	56.9

Source: <http://activepeople.sportengland.org/Query>

8.8 The figures for Haringey are a concern, especially as a Health and Wellbeing target, set out in the Corporate Plan, is to reduce the proportion of physically inactive adults to 25% by 2018.

## 9. Factors affecting participation in physical activity

9.1 During evidence gathering it became clear physical activity was a complex behaviour in older adults, influenced by a range of factors. These factors operate at individual, social and environmental levels. Some may be modifiable, for example, social support or attitudes. Others are fixed, such as sex or ethnicity.

<b>Psychological factors</b>	Physical activity participation is positively affected by an older adult's: belief in their ability to be active; confidence in their physical abilities perceptions of risk; and general beliefs, attitudes and values.  Physical activity participation is negatively affected by: fear of falling or over exertion and concern for personal safety during the activity.
<b>Social factors</b>	Mutual trust, shared values and feelings of community among neighbours are linked to increased physical activity levels.  Physical activity participation is influenced by 'significant others' such as health professionals, physical activity instructors, care givers, family and friends. Opinions and support given from these 'significant others' can have both a positive and negative effect on participation.
<b>Environmental factors</b>	Older adults are more likely than other age groups to not go out or participate in an activity, e.g. walking to the shops, for fear of crime.  Pedestrians are most likely to be victims of a road traffic accident, and many older adults are unable to cross a road within the allotted

<sup>2</sup> A breakdown to ethnicity/gender/age for the 2015 Active People Survey is not yet available

	<p>a time of a traffic light controlled crossing.</p> <p>A lack of transport is frequently cited by older adults as a reason they are unable to take part in activities.</p> <p>Older adults have reported that having somewhere interesting to go motivates them to walk more.</p> <p>A lack of suitable opportunities and settings for physical activity is often reported by this age group.</p>
<b>Biological and demographic factors</b>	<p>As age increases physical activity participation decreases while men tend to be more active than women.</p> <p>The decline in physical activity participation with age is higher among: minority ethnic groups; those from lower socio-economic backgrounds; and those who have lower levels of educational attainment.</p> <p>People living alone are more likely to have lower physical activity levels than their married peers.</p>

- 9.2 Biological and demographic factors are of particular interest, especially in view of findings from the Sport England Active People Survey, outlined below.

**Table 4: Sport England Active People Survey – Breakdown**

<b>Physical Inactivity %</b> Less than 30 minutes per week	<b>Year</b>	<b>England</b>	<b>London</b>	<b>Haringey</b>
<b>Gender</b>				
Males	2014	23.8	23.0	24.7
	2013	24.6	23.3	22.2
Females	2014	31.5	30.9	28.1
	2013	31.9	31.7	31.2
<b>Socioeconomic group</b>				
NC SEC 1-4 (higher socioeconomic group)	2014	23.4	22.3	21.7
	2013	23.8	22.8	23.5
NC SEC 5-8 (lower socioeconomic group)	2014	37.0	38.5	34.3
	2013	37.1	38.6	31.8
<b>Ethnicity</b>				
White British	2014	27.5	25.4	26.9
	2013	28.0	25.9	20.7
BME	2014	28.0	28.3	24.9
	2013	28.8	28.9	31.7

## **10. The consequences of inactivity**

- 10.1 Functional capacity declines with age and is further accelerated by low levels of physical activity. Even among healthy active people, strength, endurance, balance, bone density and flexibility are all lost at about 10% per decade. Muscle power is lost at an even faster rate at around 30% per decade (Health Education Authority: 1999).
- 10.2 Gradually, this loss in physical function will impact upon an older adult's ability to maintain an independent life and perform activities of daily living such as getting out of a chair or using the stairs. By the age of 75, only 40% of men and 20% of women can walk for 30 minutes or more without difficulty (Health Education Authority: 1999).

## **11. Making physical activity a priority**

- 11.1 In view of the above, the Panel was pleased to find out that substantial research has been conducted in relation to promoting physical activity in older adults and heard from several leading academics. However, it should be noted that work is still required to identify the most effective components of physical initiatives in this age group.
- 11.2 The evidence received during the review, highlighted in a briefing from the BHFNC for Physical Activity and Health (2012), indicates physical activity declines and sedentary behaviour increases with age. Physical function, mobility and the ability to perform activities of daily living also declines with age. Regular physical activity can assist in reversing the age-related decline in physical and psychological function.
- 11.3 The benefits of physical activity that can be achieved in later life include:
- Good physical and psychological health and wellbeing
  - Maintaining cognitive function
  - Reaching/maintaining a healthy weight (combined with a reduction in calorie intake through dietary restriction)
  - Preserving physical function, mobility and independence
  - Engaging in opportunities for new learning and experiences
  - Maintaining higher levels of energy and vitality to enjoy life
  - Improvements in quality and quantity of sleep
  - Lower levels of anxiety and depression, improved mood and self esteem



11.4 The importance of maintaining social contacts and remaining engaged with the local community, including sharing activities within families and across a wider community, was also highlighted during the review. For example, feedback from the GLA Get Moving Project (2016) highlighted social engagement had been as important, if not more important to users, than physical activities and that “purposeful activity” was key to improving health and independence.

## 12. How to use the physical activity guidelines

12.1 The changing demography associated with increasing longevity has brought about a growing awareness of the physical activity related needs of older adults. In recognition of this, and the growing body of evidence supporting the promotion of physical activity amongst older adults, the 2011 joint Chief Medical Officers’ (CMO) report ‘Start Active, Stay Active’, provided guidelines for older adults.

12.2 These guidelines, outlined in section 7, are relevant to all older adults but the Panel agreed that it was not appropriate to consider all older adults as a homogenous population. With an age range of 40 years or more there is significant diversity, and chronological age is not always helpful when describing differences in health, physical function and disease status among older adults. For example, many people in their late 80s do as well as those in their 60s, yet some in their early 70s have a functional status more expected of a 90 year old.

12.3 To assist in clarifying how the CMO guidelines should be applied three groups of older adults have been identified, each with differing functional status and therefore different physical activity needs. They have been described, by the BHFNC for Physical Activity and Health, as:

- **The actives** – those who are already active, either through daily walking, an active job and/or engaging in regular recreational or sporting activity. This group may benefit from increasing their general activity or introducing an additional activity to improve particular aspects of fitness or function, as well as sustaining their current activity levels.
- **Those in transition** – those whose physical function is declining due to low levels of activity, too much sedentary time, who may have lost muscle strength and balance, and/or are overweight but otherwise remain reasonably healthy. National data indicate that this makes up the largest proportion of older adults and that they have a great deal to gain in terms of reversing loss of function and preventing disease.
- **Frailer, older people** – those who are frail or have very low physical or cognitive function perhaps as a result of chronic disease such as arthritis, dementia, or very old age itself. This group may require a therapeutic approach, e.g. falls prevention programmes, and many will be in residential care.

People	Functional Needs	Services
The actives	Focus on maintaining and increasing physical activity levels	Primary care, physical activity, leisure, recreation providers and services
Those in transition	Focus upon initiating and maintaining physical activity to improve health and maintain mobility and independence	In contact with adult, social/care services, voluntary sector and housing services
Frailer, older people	Focus upon quality life and performance of activities of daily living	Some supported at home, many in residential care

12.4 Throughout the review it became clear CMO guidelines should be used by commissioners, policy makers and practitioners to:

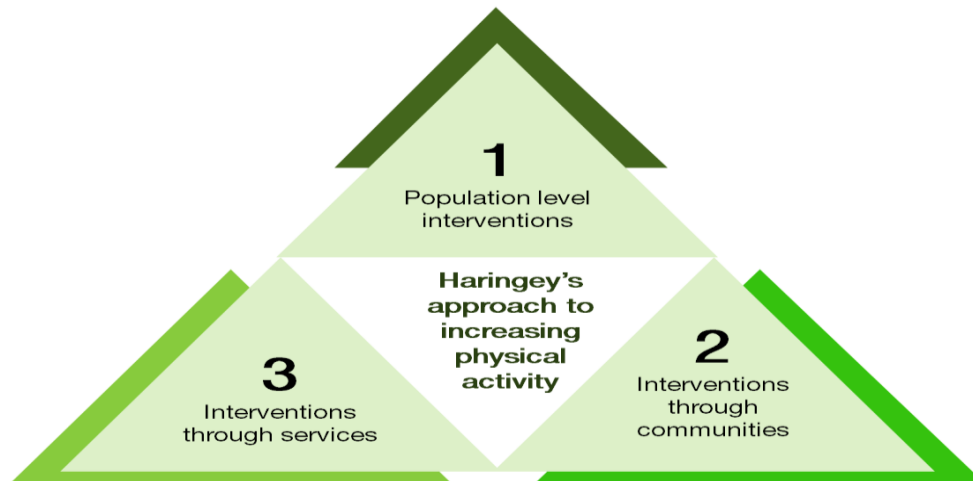
- Inform the professional development and training of those working with older adults;
- Form the basis of any advice given to older adults within motivational settings;
- Underpin and design the implementation of physical activity programmes;
- Provide a focus for national and local campaigns designed to target older adults, once translated into appropriate communication messages;
- Inform educational materials and guidance for older adults;
- Inform the marketing and promotion of local opportunities and programmes for older adults.

12.5 In addition, and in view of the terms of reference, the Panel took a keen interest in those residents identified as being frail or having a very low physical or cognitive function, perhaps as a result of chronic disease such as arthritis, dementia or advanced old age itself. Issues in relation to interpreting the CMO guidelines for this particular group are considered in more detail under section 24.

## Strategic Overview – with recommendations

### 13. Haringey's approach to increasing physical activity

13.1 Haringey's (draft) Physical Activity and Sport Framework sets out a vision for physical activity and sport in Haringey for the period 2014-2019.



13.2 The Framework is about improving the quality of life, health outcomes and community resilience in Haringey with the goal of making the borough a better place to live, work, study and visit. It is designed to help organisations and individuals in Haringey plan, commission and deliver physical activity and sport services so that they directly respond to local needs and meet local strategic priorities

**Vision:** A More Active and Healthy Haringey.

It's time to get moving...To enable local people and organisations to make physical activity and sport a positive lifestyle choice for all Haringey residents in order to reduce health inequalities, improve wellbeing for all and create a more sustainable community.

**Aims:** In order to realise this vision, we will work with our partners to achieve 3 key aims:

1. Increasing and sustaining participation by all
  - More people regularly taking part in physical activity and sport
2. Improving health and wellbeing
  - Improved health and wellbeing for children, young people and adults in the borough through active lifestyles
3. Creating opportunities for change
  - Tackling under-representation and using physical activity and sport to change lives.

- 13.3 The Framework is aligned with the strategic priorities of Haringey Council, partners and wider stakeholders. From a Council perspective, the key corporate strategic outcomes and priorities which the Framework will have a direct impact on are set out below:

#### Haringey's Corporate Plan: 2015-18

Priority	Objectives
<b>Outstanding for all:</b> <ul style="list-style-type: none"> <li>- Enable every child and young person to have the best start in life, including high quality education</li> </ul>	Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time
<b>Outstanding for all:</b> <ul style="list-style-type: none"> <li>- Enable all adults to live healthy long and fulfilling lives</li> </ul>	<p>A borough where the healthier choice is the easier choice</p> <p>Strong communities, where all residents are healthier and live independent, fulfilling lives.</p>
<b>Clean and Safe</b> <ul style="list-style-type: none"> <li>- A clean, well maintained and safe borough where people are proud to live and work.</li> </ul>	We will make Haringey one of the most cycling and pedestrian friendly boroughs in London.

#### Haringey's Health and Wellbeing Strategy: 2015-18

Vision	Priorities
<ul style="list-style-type: none"> <li>- All children, young people and adults live healthy, fulfilling and long lives</li> </ul>	Reduce Obesity
	Increasing healthy life expectancy
	Improving mental health and emotional wellbeing

#### Prevention and early intervention

- 13.4 The funding and demand challenges facing Haringey's adult social care services are severe. An increasing and ageing demographic base is causing long-term demand pressures for adult social care services, and at the same time Government funding to the local authority continues to shrink year on year.
- 13.5 In addition Haringey's population faces levels of deprivation and health inequalities that are more comparable to the profile of inner-city than suburban areas, yet Haringey has a comparatively smaller funding base to spend on adult care services than neighbouring inner city boroughs.
- 13.6 As a result, in order to deliver the Council's vision of maximising independence, managing future demand pressures, whilst meeting the level of financial

efficiencies needed to achieve financial sustainability, a genuinely transformational approach between Adult Social Services, Public Health and Haringey CCG has been agreed. The road-map to the achievement of this is set out in a design framework for Haringey's model for integrated Health and Care.

13.7 This framework is not just for health and care services, it is an approach that will be shared with:

- **Other council departments** that have an impact on health and wellbeing, from parks and leisure to planning and licensing.
- **Providers** of services, including both the voluntary and community sector and the private market to ensure Haringey has a local market that provides choice and quality
- **Local communities**, recognising that engagement in our local area and the social capital we have is just as important to our wellbeing as the services we receive.

13.8 Importantly, in order to realise the Council's vision, prevention and early intervention has been identified as one of the key design principles. By developing a "prevention pyramid", set out in **Appendix 3**, the Council is challenging itself to consider how it can help people maintain or regain their health whatever their level of need and to factor in the wider determinants of people's health and wellbeing. As such, as well as services, population-level impacts of local policies and universal services (such as parks and planning), and the role of the community and people's own networks in helping them to access opportunities to stay well and healthy are central to the model.

### **Haringey CCG**

13.9 The Panel also received input from Haringey CCG in terms of their role in commissioning physical activity for older people.

### **CCG Context**

- CCG mission: moving from buying healthcare to improving health outcomes
- Strongly committed to focusing on health of older people
- 56% of people at high risk of an emergency admission are over 65 years old
- 74% of people over 65 years old have one or more Long Term Condition
- For all emergency admissions in Haringey of residents aged 75 years, 6.9% are related to falls, 15.2% related to respiratory conditions and 19.1% related to cancer

13.10 The following outlines how the CCG works:

- **Primary prevention** (promoting health and preventing ill health) e.g. exercise on referral, integrated wellness service. In this area the CCG work in close partnership with the Local Authority – e.g. Diabetes Prevention Programme.
- **Secondary prevention** (early identification and detection). In this area the CCG works with GPs – e.g. case finding for people with atrial fibrillation.
- **Treatment.** The focus of work in this area is to ensure quick access to the right treatment – e.g. working with hospitals on referral protocols and pathways.
- **Tertiary prevention** (promoting independence, preventing recurrent illness). When there is a risk the CCG will commission programmes to support self-management.

13.11 In terms of commissioning physical activity for older people the CCG made clear that the commissioning of prevention largely sits with Public Health. However, the CCG do work very closely with the Council on a shared approach towards prevention and treatment, particularly for long term conditions. Practical examples of health involvement in physical activity for older adults include:

- CCG commissioning long term exercise programmes for people with chronic obstructive pulmonary disease
- Group-based strength and balance exercise programmes to prevent falls
- GP practice initiating walking groups.

13.12 It should also be noted that the Westbury Medical Centre has been praised by the Care Quality Commission for work in this area:

“We saw one area of outstanding practice: The practice had established a fitness and body conditioning club for patients with, or at risk of developing, long term health conditions and patients experiencing poor mental health. The club had an active membership of over 50 patients and we saw evidence of improved outcomes for patients including evidence of controlled weight loss, improved blood sugar levels and managed reductions in medicines taken. We looked at records of eleven patients who attended the weekly classes and saw that blood sugar levels had reduced by 10% for four patients with diabetes, three patients had managed to reduce or stop certain medicines and three had achieved their targets for weight loss.”

(Westbury Medical Centre, CQC Quality Report; Dec 2016)

### Case Study – Westbury Medical Centre

- 48% of patients referred to Active for Life (see section 15) either did not go or dropped out early.
- The Practice ran a walking group but found that people were put off by the weather.
- 2 staff members started to take patients to the Broadwater Farm Community Centre.
- Stayed and participated in a group – kept coming back.
- Now running another session each week.
- Practice members / Healthcare Assistants attending with patients has been key as its sends the message that the practice is involved.

13.13 In summary, Haringey CCG and the Council are working closely together on:

- The Better Care Fund – using funding together for services and support that helps avoid admission to hospital and residential care.
- The management of long term conditions from prevention through to treatment.
- The design framework for Haringey’s model for integrated health and care, including support on early help / prevention and the re-design of adult social care delivery.

13.14 The Haringey and Islington Wellbeing Partnership and the North Central London Sustainability and Transformation Plan also provide opportunities to bring greater focus and resources to promoting health and wellbeing through integration.

#### **Recommendation 1**

That the findings/recommendations from the Physical Activity for Older People Scrutiny Review be considered in full as part of the 2017 refresh of Haringey’s Physical Activity and Sport Framework.

#### **Recommendation 2**

That, in developing the design framework for Haringey’s model for integrated health and care, the Assistant Director for Adult Social Services and the Director of Commissioning for Haringey CCG, be asked to ensure physical activity is included within all care pathways, with interventions available across the prevention pyramid (population, community, personal).

- 13.15 As a result, in scoping the review, it became clear that a lot was happening to support Haringey's approach to increasing physical activity among older people. With this in mind, and to ensure a tight and focused inquiry it was agreed evidence gathering should focus on community level interventions (e.g. walking and gardening) and interventions through services (e.g. Silver Fit, One You, and Fusion).
- 13.16 During the review a range of activities and services were identified. A summary of free and affordable ways to get fit in Haringey is attached (**Appendix 2**) while further information on interventions through services and communities is provided below.



<b>Interventions through services and communities – with recommendations</b>
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**14. Leisure Centres**

- 14.1 Haringey Leisure Centres are managed by Fusion Lifestyle – an experienced sport and leisure management organisation in partnership with Haringey Council. This is a long term contact which commenced in December 2012 and expires in 2032. As a registered charity, Fusion continually reinvests to improve sport and leisure facilities in the community.
- 14.2 As part of the contract the Council pays approximately £450,000 per year as a subsidy. This includes concessionary access, leisure provision and activities for older residents.

<b>Leisure Centre</b>	<b>Older people leisure provision / Concessions</b>
Tottenham Green Pools and Fitness	Residents aged 65+ all qualify for a free membership.
Park Road Pools and Fitness	Membership includes free access to centre activities and provisions Monday to Friday between the hours of 9am – 5pm and £1.60 per session outside of these hours
Broadwater Farm Community Centre	Free access includes swimming, gym, and group exercise classes  Concession access for students, carers and residents aged 60-65  Free parking provision via issue of a permit for centres that have a parking facility onsite  Some free venue hire
New River Sport and Fitness	New River is not included in the overall Leisure Management contract. However New River does offer a concession membership which is available to residents aged 65+

- 14.3 Fusion also offers a number of specific sessions targeted at older people, including Better with Age. This is a programme, aimed at residents 50+, that takes place once a week at Tottenham Green Pools and Fitness. It focuses on the social side of exercise by offering a range of enjoyable and low impact activities, such as beginners' aerobics, badminton, swimming and gym sessions. These encourage participants to stay active and to socialise, with hot beverages provided free of charge.

- 14.4 In addition, a good proportion of Fusion’s “Exercise to Music” classes are designed for beginners while an older peoples’ activity morning has been introduced at New River Sport and Fitness.
- 14.5 Evidence received during the review suggests there is scope to develop even more bespoke programmes such as walking football and social tennis. For example, the data below highlights growth in the numbers of 65+ accessing the 65+ membership which offers free access to the leisure centres. This followed a major publicity campaign led by the Council, in partnership with Fusion, during 2016 which is planned to be repeated annually. Further analysis of usage data is required to establish actual use by those who hold a 65+ membership.

**Table 5: Attendance Figures 65+**

	Tottenham Green	Park House	Broadwater Farm	Total
Total no. of live 65+ users	2,016	2,398	88	4,502
No. of new joiners since 15 August 2016 – 31 August 2016	182	234	5	421
No. of new joiners in the same period last year 15 April 2015 – 31 August 2015	127	175	5	307

\*Figures provided by Fusion (October, 2016)

- 14.6 Following a number of day centre closures, locations where older people participated in activities, Fusion are working with adult social services to see what alternative provisions they can provide. This has identified a training need for leisure staff around dementia and those with learning disabilities. With a large provision of activities already in place, Fusion are in the process of condensing this information into a booklet for older people, and will continue to identify additional needs for older people across Haringey.

**Recommendation 3**

That consideration be given to how the Fusion Annual Service Plan can be used to provide a wider range of activities for older people within the current leisure centre programme, including at New River Sport and Fitness.

**Recommendation 4**

That in addition to the concession/free access already provided, should an opportunity arise to renegotiate parts of the Leisure Centre contract, consideration should be given to using the subsidy to encourage more residents aged 50+ through the door.

**Recommendation 5**

That the Better With Age programme (targeted at 50+) be provided: (i) more frequently at Tottenham Green Pools and Fitness and (ii) at other locations.

**Recommendation 6**

That Fusion be asked to sign up to the Haringey Dementia Action Alliance.

**Recommendation 7**

That consideration be given to how the Fusion Annual Service Plan can be used to facilitate inclusive activities, including those that support older people with learning and/or physical disabilities.

**Recommendation 8**

That:

- (a) A major publicity campaign led by the Council, in partnership with Fusion, be delivered once a year to raise awareness of the concessionary access, leisure provision and activities that are available for older residents.
- (b) The Communities, Leisure and Partnerships Team review all Council communication material relating to activities for older people, including pages [on the Council's website](#), to ensure information is up to date and clearly describes the activities available and where to go for further information.
- (c) Fusion be asked to review all their communication material relating to activities for older people, including pages [on their website](#), to ensure information is up to date and clearly describes the activities available and where to go for further information.

14.7 Building on the recommendations above, throughout the review the Panel considered public advice on physical activity. In providing clear and simple advice for frailer, older people the BHFNC for Physical Activity and Health suggest the following messages should be used to summarise the important information included in the CMO guidelines:

- Taking part in any amount of physical activity will provide some essential benefits to both physical and mental health
- Some physical activity is better than none!

- Everyone should limit and break up the amount of time spent being sedentary (sitting).
- Physical activity should be built up gradually.
- Physical activity should provide a sense of enjoyment and purpose.
- Physical activity is everyone's business and everyone benefits.

**Recommendation 9**

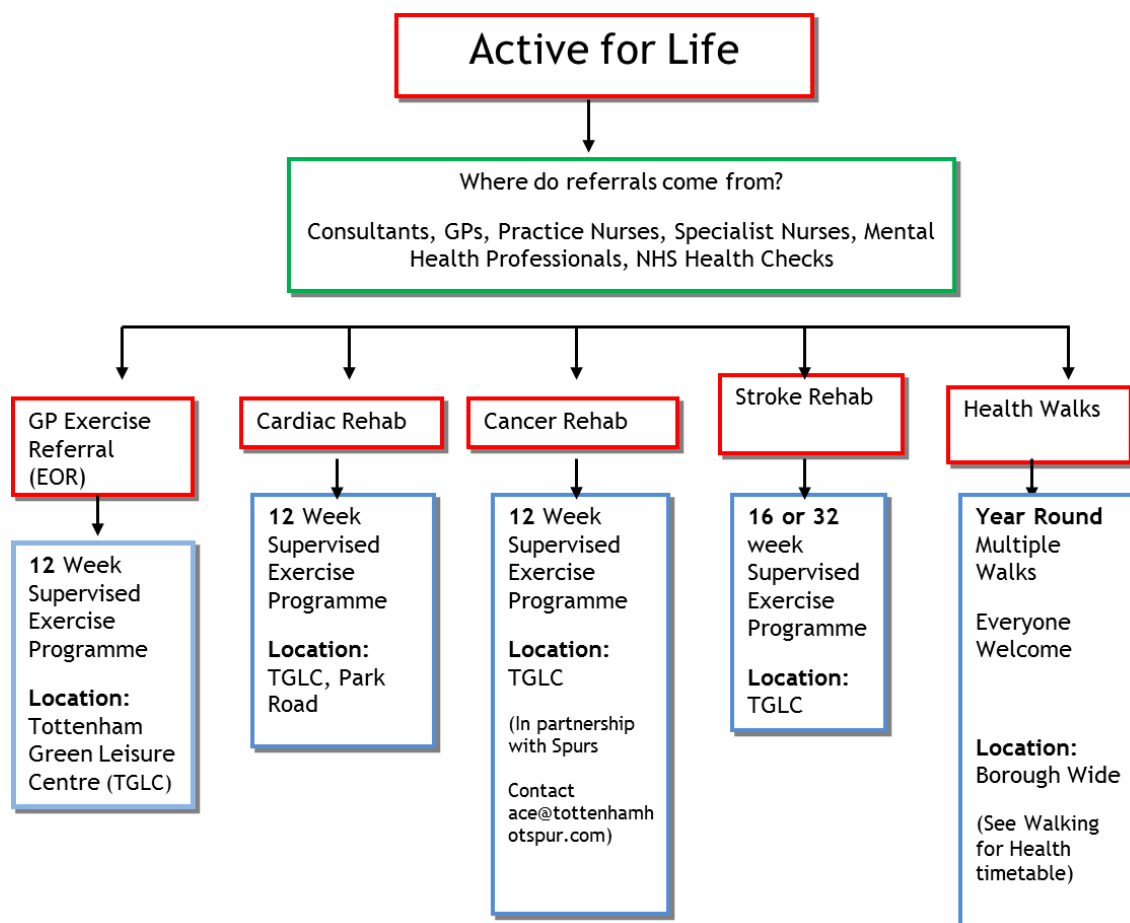
That the top line messages below be used by commissioners, policy makers and practitioners to ensure clear and simple advice is provided to older people (including frailer, older people) on physical activity:

- Taking part in any amount of physical activity will provide some essential benefits to both physical and mental health
- Some physical activity is better than none!
- Everyone should limit and break up the amount of time spent being sedentary (sitting).
- Physical activity should be built up gradually.
- Physical activity should provide a sense of enjoyment and purpose.
- Physical activity is everyone's business and everyone benefits.

**15. Active for Life**

- 15.1 Active for Life is another programme delivered by Fusion. This public health contract commenced in 2013 and expires in 2018. It's designed to help inactive people to become more physically active by being prescribed exercise by their Doctor.
- 15.2 Figures indicate a large proportion of uptake to the scheme is by those within the 65-74 age bracket. However, any resident, that is registered with a GP in the east of the borough, with any of the following conditions may be eligible for the scheme: Overweight (BMI>30); Chronic Obstructive Pulmonary Disease (COPD); Severe Mental Health; Type 2 Diabetes; Coronary Heart Disease; History of Stroke; High Blood Pressure
- 15.3 Referrals to the scheme come from a variety of sources, including: Consultants; GPs; Practice Nurses; Specialist Nurses; Mental Health Professionals; and via NHS Health Checks
- 15.4 Once referred, residents are contacted by the Active for Life team who arrange an appointment with a scheme advisor. At this stage they discuss the different exercise options that are available. The contract covers exercise

(classes/gym/swimming), an initial free 12 week period during which the participant has follow up motivational interviews and reviews. There are approximately 80 new referrals per month.



- 15.5 After the twelve week programme, service users will attend a final appointment with a scheme advisor who will discuss opportunities to be more active in the long term.
- 15.6 With the contract for Active for Life coming to an end in 2018, new and creative solutions, such as those outlined in this report, will be required to ensure suitable options are available.

### Walking for Health

*“Walking is the nearest activity to perfect exercise”*

[www.walkingforhealth.org.uk](http://www.walkingforhealth.org.uk)

- 15.7 Walking for Health is an important part of the Active for Life programme as it is an activity that can be mainstreamed into the existing lifestyles of many older people whilst offering enjoyment to the participant.
- 15.8 The centrality of walking to the fitness of older people and its success in terms of popularity challenges often-cited barriers of availability, accessibility and cost of exercise regimes.

15.9 There are lots of reasons why walking is so accessible:

- walking is free – you don't need expensive gym membership or special shoes to take part
- you can wear everyday clothes so you won't feel you stand out on the street
- walking is gentle, so you're unlikely to get injured
- it's fun to get together with friends and go for a walk
- it's a healthy way of getting where you need to be
- you can do it almost anywhere at anytime
- you can start off slowly and build up gradually as you get more confident

15.10 Walking makes a great “gateway” to the world of exercise because it often inspires people to try out healthy activities. Aside from boosting health, walking has positive benefits for the whole community too. For example, “leaving the car at home” helps to reduce pollution, end traffic jams and fight climate change. Taking a walk also connects communities and studies show this can help everyone feel part of the community and actively reduces crime.

15.11 In Haringey, Health Walks are included as part of the Active for Life contract. This is a volunteer-led, borough wide, walking programme supported by Fusion. It is open to all residents and volunteers are trained as Walk Leaders and hold appropriate insurance cover. The programme is part of a national initiative led by Walking for Health. It aims to encourage people, particularly those who are the least active, to do regular short walks (30 minutes-45 minutes) within their local community. The walks are sociable and fun.

15.12 All walks are free of charge and all abilities are catered for. To access the scheme patients just turn up at the venue and are asked to complete a brief Health Questionnaire prior to participating on the walk.

15.13 During evidence gathering the Panel also considered other schemes, summarised via the [Smarter Travel Walking Guide \(PDF, 3.5MB\)](#). This includes information on local routes, guided walks, and provides useful contacts across the borough.

15.14 2016 was also promoted as Haringey's “Year of Walking”. This was a local campaign, led by the Council in partnership with the Friends of Haringey Parks Forum, to get even more residents walking. This included the [Haringey Walking Weekend](#) that took place in October. These walks took place across the borough and were coordinated by Haringey residents, active in Residents Associations and Parks Friends Groups, passionate about their environment and their communities.

- 15.15 In addition to the information above, Panel members took part in one of the Walking for Health groups. This has allowed recommendations to be put forward that aim to scale up the level of walking across the borough. It is hoped promoting activities with relatively little cost will actually save money by helping to reduce hospital stays and the need for residential or supported living.

**Recommendation 10**

That consideration be given to how the Active for Life programme could be incorporated into the wider 2032 Fusion contract, once the Public Health contract for this provision, including GP Exercise Referral and borough wide Health Walks, ends in 2018.

**Recommendation 11**

That:

- (a) The Director of Commissioning for Haringey CCG be asked to ensure information about [Haringey's Walking for Health Groups](#) is displayed at all Health Centres and GP Surgeries.
- (b) The Community and Customer Relations Director for Homes for Haringey be asked to display information about [Haringey's Walking for Health Groups](#) on all Estate Notice Boards.
- (c) The Head of External Communications, Haringey Council, be asked to ensure information about [Haringey's Walking for Health Groups](#) is provided on notice boards across the borough, including at all libraries.
- (d) Fusion be asked to ensure information about [Haringey's Walking for Health Groups](#) is displayed at all Leisure Centres across the borough.
- (e) The Director for Public Health be asked to work with Fusion to ensure information provided about Haringey's Walking for Health Groups, including online, is updated to include information on the duration, type and level (easy, medium, hard) of each walk.

**16. Parks and Open Spaces**

- 16.1 Haringey has 382.8 hectares of parks and open space making up 12.8% of the total borough area, which makes it relatively green compared to other parts of London. However in terms of people to open space there is 590 people per hectare compared to the London average of 363 (2001 census).
- 16.2 There are 61 parks and open spaces and 41 hectares of managed allotments, further there is 72 hectares of open space classified as housing open land or

educational and schools open space. There are 70 identified sites of ecological value and three nature conservation reserves

- 16.3 Generally this open space is managed in house by the Parks Operational Team with support from the Public Realm Client and Commissioning Team. Other significant open space in the borough is managed by the Alexandra Park Trust, the Lee Valley Regional Park Authority and the London Corporation.
- 16.4 Within the borough's parks and open space there are a variety of sports pitches and over 100 spaces dedicated to sport and play e.g. playgrounds, ball courts, skateboard areas and outdoor gyms
- 16.5 Utilisation of open space rather than volume of open space is recognised as an important factor in good physical and mental health. Haringey scores reasonably well on these measures however there is much scope to improve access to these important assets through ensuring standards of facilities and upkeep are kept high.
- 16.6 Haringey's 22 Green Flags indicates the excellent quality of our parks generally – but there can be no cause for complacency given their importance for good health. Park activation will become increasingly important in the future and the input of volunteers such as the thriving Haringey Friends of Park Forum should be further encouraged, including providing small amounts of funding for appropriate events and volunteer led improvements.
- 16.7 In addition, throughout the review various witnesses mentioned the importance of small grants (rather than commissioned contracts) to support smaller scale local activity sessions for older people. With this in mind, it is hoped consideration will be given to establishing a small grant fund (possibly with some collaboration with the ward budgets fund) to support this sort of micro, but important, local activity.

**Recommendation 12**

That the Council and CCG consider the use of small grants (rather than commissioned contracts) and establish a small grant fund (possibly with collaboration with the wards budgets, overseen by the Bridge Renewal Trust) to support small scale local activity sessions for older people.

**17. Silverfit**

- 17.1 Silverfit are a small charity providing an exciting and age appropriate programme of physical activity for the 45+ cohort. Currently they operate one morning a week in the borough within Lordship Rec. The key to Silverfit's appeal is the excellence of delivery, the peer lead nature of the organisation and the strong social element.
- 17.2 The feedback below was provided to members of the Panel:

*“Silverfit for me is about fun and socialising and exercise, keeping active and healthy! I have made friends in cheerleading.....The few months I have been*



*doing it, my energy levels have improved, my memory and concentration have improved....After each session, we get together to have a cup of tea, and we laugh! I am thinking of attending Silver Cheerleading at other venues.”*

*“I joined Haringey Silverfit shortly after it first started. After retiring, I wanted to maintain my fitness and mobility, I saw Silverfit was very active in South London, and I was lucky that they came to North London – and that they offered Cheerleading which was very exciting and so much fun! You have to learn a routine which keeps the brain active, I also got friends from another dance class to join in. The social aspect of Silverfit is great, and meeting new people and new friendships is fantastic! I have done a taster of Nordic Walking and also tried Badminton – I would love to do all of them! You must choose something that you enjoy so that you keep exercising and keep going!”*

*“I really enjoy the social aspect and the coffee we have after the session. I wasn't doing much exercise before and with Silverfit coming so close to my place of residence, I now attend Nordic Walking regularly but also once gave Cheerleading a go! The choice of activities, is great for people to be able to choose what they would enjoy.”*

*“Members feel a sense of community by attending Silverfit. I have frequently had members asking after each other if one of the group has not attended for a while. The level of concern for each other is heart warming and shows... sessions go way beyond that of people just wishing to improve their health and fitness levels...”*

*“We...regularly have members who, even though cannot participate in their regular activity, still turn up for the social coffee and tea catch up after the activity ends. The Hub is a fantastic venue and environment which fosters wonderful social interaction amongst the group.”*

- 17.2 While Silverfit does generate a small amount of income they still require subsidising. Silverfit is currently funded from the remainder of the Sport England Tottenham Active funding. However to date further funds need to be identified from June 2017 onwards. Further the success that this programme displays in attracting and retaining 50+ residents into physical activity and the health benefits accruing points to the need to provide another Silverfit session locally e.g. in the Northumberland Park area. Funding for one session is approximately £12,000 per annum.

**Recommendation 13**

That, subject to funding being identified, the Council should support (a) the continuation of Silverfit within Lordship Rec and (b) the provision of another session e.g. in the Northumberland Park area. This support should include working with Silverfit to promote sessions across the local community.

## 18. NHS Health Checks

- 18.1 The NHS Health Check programme is a public health programme for people aged 40-74 which aims to keep people well for longer. It is a risk assessment and management programme to prevent or delay the onset of diabetes, heart and kidney disease, stroke and dementia.
- 18.2 The check takes about 20-30 minutes. and includes simple questions, for example, about family history and any current medication. Several measurements are taken, such as blood pressure, height, weight and a simple blood test to check cholesterol (and blood sugar levels if required). These details are used to calculate personal risk.
- 18.3 The results are discussed and advice and support provided on lifestyle changes that will help improve health and reduce risk. Treatment, medication and referrals to other services may be prescribed to maintain health.
- 18.4 The current programme, provided within some practices in the East of Haringey and in one ward in the West of Haringey (Hornsey), runs until the end of March 2017. From April, a new GP framework (2017-21) has been established for the provision of enhanced services. This provides opportunities to incentivise higher risk residents. Further information about the new Health Check programme can be found in a report that went to Cabinet in February – [“Award of contracts for General Practitioners Services Framework for Prevention Services”](#).
- 18.5 In addition, the Tottenham Hotspur Foundation provides targeted interventions/health checks via the “One You Haringey” campaign (details below).

## 19. One You Haringey

- 19.1 In April 2016 Haringey, along with a number of other local authorities, re-launched a range of health advice and support services under the NHS “One You” initiative. This is a national brand that’s built on an understanding of C2DE (casual lowest grade workers, pensioners).
- 19.2 Through a range of online apps, small group sessions and 1-2-1 advice, local residents aged between 18 and 74 are provided with the support and tools to become more physically active, smoke less, drink moderately and have a better diet.
- 19.3 Tools include the “How Are You” quiz developed by Public Health England. This is available on the [One You Haringey website \(external link\)](#). This is designed to point residents in the direction of changes that will start the journey to becoming healthier. Depending on the results of the quiz, people will then be offered face to face, online and telephone advice or signposting to other local services. The service, operated by Reed Momenta, is funded by Public Health, and brings together previously separate health services under one combined lifestyle programme available to local residents.

- 19.4 The services offered include a fun and supportive 12 week course to help people achieve and maintain a healthier weight; and advice to create a personal physical activity plan to reduce the risk of diabetes, heart disease and stroke.
- 19.5 In addition, the Tottenham Hotspur Foundation provide community NHS Health Checks for residents aged 40 to 74. To ensure a range of residents are seen, these take place at a variety of venues across the borough, including:
- Seven Sisters Indoor Market: **Latin American community**
  - Tesco Seven Sisters: **African Caribbean, White British**
  - Bruce Grove Post Office: **Eastern European, Roma Gypsy, Indian & Pakistani**
  - Bruce Grove Fish Mongers: **as above**
  - Easy GYM: **Somali and other African communities**
  - Morrison's Wood Green: **Turkish, Kurdish, Cypriot and Polish**
  - Library Wood Green: **as above**
  - Social Clubs: **Turkish and Somali**
  - Hostel: **Romanian**
- 19.6 The service is supported by a group of trained 'Health Champions' who work with their local community to motivate, empower and help people to lead healthier lives. Health Champions are drawn from volunteers in the community or paid front-line staff within organisations, workplaces and faith setting who have regular contact with those who at a greater risk of poorer health. There are currently 30 active Health Champions in place and it is hoped many more will be recruited over the coming months in order to provide health advice, signposting and raising awareness of local opportunities to encourage a healthy lifestyle.

## **20. Active Travel**

- 20.1 The Council promotes active travel with a range of activity funded primarily by Transport for London. This includes promotional events, free bike maintenance training, Dr Bike sessions (pop up bike maintenance) and small grants to community groups to undertake a variety of activity to encourage residents to cycle and walk more.
- 20.2 The Council is committed to improving the infrastructure in the borough to encourage cycling and walking for travel and recreation and details of this are outlined in the Council's Local Implementation Plan (LIP). Actions to improve footpaths, traffic calming etc have the affect of giving confidence to residents including older people to walk and cycle more.

## **21. Homes for Haringey**

- 21.1 Homes for Haringey has over the years delivered robust programmes engaging all residents to be active, including older residents. A number of different approaches have been used, including:
- Facilitating and enabling programmes across neighbourhoods to improve life chances for residents.

- Partnership work and funding
- Helping residents to do more for themselves
- Promoting positive health and well being among staff

21.2 Homes for Haringey promote physical activities with council residents (tenants and leaseholders) in a number of ways, including:

- Provided funds for a number of resident associations to run weekly chair based “dancercise” in various sheltered schemes following the success of free taster classes in 2015.
- Advanced Zumba and dance classes e.g. at Commerce Road.
- Staff and Residents have been trained as walk leaders and are developing walking projects.
- Over 38 estate play days run in partnership with Haringey Play Association between October 2015 and August 2016.
- Encouraging residents to take up training and running Play Days themselves. This has helped to increase skills, community cohesion and reduce ASB.
- Promoting the use of play areas and green areas in neighbourhoods such as Edgecot and Park Lane.
- Community gardening and environment projects.
- Food growing projects run by local residents e.g. at Campsbourne, Ferry Lane, Tiverton, Victoria, Kerswell and Culvert, Commerce Road and others.

21.3 Other programmes, with a specific focus on older people, include:

- A successful and well attended Broadway Brunch Show at various Supported Housing Schemes every month all through 2014/15. High quality performance by an artist from the West End and a 2 course meal. Funding was secured to start this again in November 2016.
- Theatre shows aimed at older people with Dementia. Pilot October 2016.
- “The nature of forgetting” shows that build on the success of the “Desert Island disk” project using music and video stories.

- The Hub and Spoke Pilot

- 21.4 The Hub and Spoke model can offer services and facilities to a wider community as well as to residents of the supported housing scheme. This means that a range of services including housing support can be provided from a central point over a defined geographical area to people within the surrounding community. It can also help to link smaller, less cost effective schemes to a larger network of resources, making them more sustainable, both in terms of shared costs, but also in providing a full range of services. For various services such as reablement services etc, Hub and Spoke can offer a working base not previously available and a network to allied agencies, working at a local level and with local knowledge.
- 21.5 By using this model Homes for Haringey can improve outcomes for residents as they can establish networks with staff from other agencies working locally. This model could suit schemes that have facilities that would enable them to extend the services they currently offer to the wider community and to extend the range of services that they offer to meet the needs of the growing older population.
- 21.6 During evidence gathering, it was highlighted that a number of underused spaces exist in sheltered housing and elsewhere e.g. underused lounges and tenants/community rooms in blocks. At the same time, accessible community space for activities is at a premium.
- 21.7 With this in mind, the Panel was pleased to learn, on the back of one of their evidence sessions attended by One You Haringey and Homes for Haringey, that Commerce Road Community Centre has been identified as a location to hold Adult Weight Management Classes. This will provide significant benefit to the Wood Green community.

**Recommendation 14**

That the Council help to facilitate opportunities for Homes for Haringey to meet with commissioners and providers of activities so that underused spaces in sheltered housing and elsewhere, such as underused lounges and tenants/community rooms in blocks, can be used productively for physical activities for older people.

**22. The Bridge Renewal Trust**

- 22.1 The Bridge Renewal Trust is a charity based in Tottenham. They were set up in 2009 as a successor body to the Bridge New Deal for Communities (NDC) that led regeneration in Tottenham from 2000 – 2010. The main purpose of the Trust is to deliver practical ways that people can use to live healthier lives.
- 22.2 The Trust is also the Council's Strategic Partner for the Voluntary and Community Sector (VCS). They work with the sector "to ensure it is stronger, able to attract more external funding and deliver better services". As part of their service offer, they provide support to Haringey's VCS organisations with:

- **Fundraising and bidding support** – information regarding funding and tending opportunities including support with applications.
- **Social innovation** – generating new ideas including earned income and social business models.
- **Organisational development** – starting, growing or managing your organisation.
- **Collaboration and partnership working** – linking you to a partner organisation.
- **Community facilities** – access to affordable community space.
- **Volunteer opportunities and brokerage** – recruiting and managing volunteers.
- **Representation** – getting your voices heard.

22.3 During evidence gathering, the Panel considered both the physical activities for older people provided by the Bridge and the work that they have been leading on in terms of the mapping of community assets across Haringey.

**Physical activities for older people by the Bridge**

22.4 The Bridge use a community empowerment model in order to help older people and volunteers to set up and run activities that keep them active. This includes:

<p><b>Gardening</b></p> <p>Intergenerational activities in the garden, which includes all aspects of planning planting, maintaining and using the garden.</p> <p>Activities are led by volunteers at The Community Hut on Tiverton Estate, Seven Sisters and at Helston Court Community Gardens on Helston Court Estate, St Ann’s.</p>
<p><b>Social Prescribing</b></p> <p>Set up social activity groups in 12 sheltered accommodation venues across Haringey</p> <p>Each group is facilitated by one or more Resident Community champions</p> <p>Initial funding and support provided to set up “seed activities” – e.g. wheel chair exercise, line dancing etc</p>
<p><b>Guided Walks</b></p> <p>Mapping Tottenham – walks to sites of significant heritage value</p>

**Sign Posting**

Foot care + social prescribing – toe nail cutting at various outreach venues

Home from Hospital – practical support to older people at home (see section 24)

Befriending service (formerly provided by Age UK Haringey) – home visit by volunteer befrienders

Chestnuts Care and Connect – weekly club for older people

**Community Impact Haringey**

Haringey Council's official Voluntary and Community Sector strategic partner

Asset mapping – in term of physical activities for older people 37 organisations, across the borough, have already been identified

Volunteer brokerage

Events and communications

- Weekly Community Impact Bulletin
- Health and Wellbeing thematic forum targets older people
- Annual Community Expo to showcase outstanding work and best practice

- 22.4 During discussions with the Bridge, the Panel agreed that work in relation to asset mapping, especially in relation to physical activities for older people, underpinned many of the recommendations in this report. The Panel recognise that asset mapping, and the sharing of this information, is critical in terms of enabling residents and front line workers to be able to easily access, and make choices that suit them, about the many physical activities that are available across the borough.
- 22.5 Evidence received during the review also highlighted that there is a broad mix of organisations who are taking up the challenge of improving the well-being of older residents. With a range of different services being delivered by lots of different organisations the recommendations below are seen as critical to the success of work that is taking place to increase physical activity among older adults.

**Recommendation 15**

That the Council and Bridge Renewal Trust continue to work together to ensure information, concerning physical activity for older people obtained via the asset mapping exercise, is available, accessible and can be used by residents, carers, front line staff and care coordinators before the end of 2017.

**Recommendation 16**

That the Director for Public Health be asked to establish a sub group of the Haringey Active Network – the local Community Sport and Physical Activity Network (CSPAN) – to focus on Physical Activity for Older People.

The sub group should:

- Have its own terms of reference and a membership representing the broad mix of organisations who are taking up the challenge of providing / commissioning physical activity for older adults across the borough.
- Share information and resources and create a distinctive learning community of “like-minded people”.
- Provide information on volunteer brokerage, including how to access funding, resources, and/or other opportunities.
- Give consideration to the format of meetings (e.g. World Cafe methodology) to ensure effective networking across a broad mix of organisations
- Report annually to the Haringey Health and Wellbeing Board via the Active Haringey Network. This should include an update on each of the bullet points above.

**23. Making Every Contact Count**

23.1 Making Every Contact Count (MECC) is an approach to behaviour change that utilises the numerous day to day interactions that organisations and individuals have with other people to support them in making positive changes to their physical and mental health and wellbeing.

23.2 The fundamental idea underpinning the MECC approach is simple. It recognises that staff across health, local authority and voluntary sectors, have thousands of contacts every day with individuals and are ideally placed to promote health and healthy lifestyles.



- 23.3 MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual's health: Stopping smoking; Drinking alcohol only within the recommended limits; Healthy eating; Being physically active; Keeping to a healthy weight; Improving mental health and wellbeing.

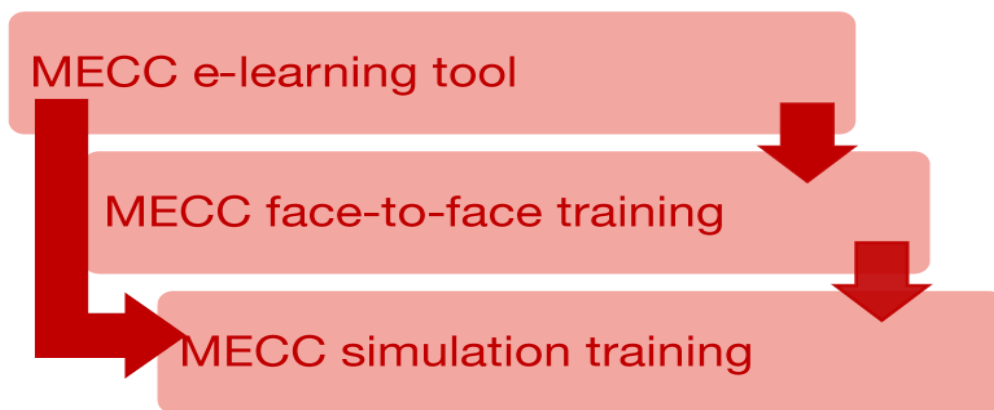
### What are the benefits of MECC?

Organisational benefits	<p>Implementing MECC can support organisations in meeting their core responsibilities towards their local population health and wellbeing and to meet obligations within the NHS standard contract.</p> <p>It can assist organisations in meeting responsibilities towards their workforces, for example by improving staff awareness of health and wellbeing issues; and in enhancing staff skills, confidence and motivation and potentially bring improvements to staff health and wellbeing.</p> <p>MECC activity can be incorporated as part of existing health improvement or workforce improvement initiatives, for example, when tackling access to healthier food options.</p>
Community and local health economy benefits	<p>The benefits of MECC can include improving access to healthy lifestyles advice improvement in morbidity and mortality risk factors within a local population; and cost savings for organisations and the local health economy.</p> <p>It can also support health improvement activity within local communities, and provide an approach that reaches out to community members and groups. MECC can provide a lever to support communities in collaborating together.</p>
Staff benefits	<p>For staff, MECC means having the competence and confidence to deliver healthy lifestyle messages and the encouragement for people to change their behaviour and to signpost to local services that can support them to change.</p>
National/Population benefits:	<p>It provides a means of maximising the benefit from existing resources for improving population health. For example, it can include advice on low or no-cost activity, such as persuading parents to walk their children to school; or, as part of physical activity advice, encouraging increased use of existing community resources such as leisure centres and swimming pools.</p> <p>MECC can be effective in helping to tackle health inequalities and the impact of the wider determinants of</p>

	<p>health, through supporting individual behaviour change. For example, some local services are using the MECC plus approach to engage local populations in managing debt, action towards gaining employment or in tackling housing issues.</p> <p>The population level approach of MECC can also help address equity of access, by engaging those who will not have otherwise engaged in a 'healthy conversation' or considered accessing specialised local support services, such as for weight management.</p>
<p>Individual benefits</p>	<p>For individuals, MECC means seeking support and taking action to improve their own lifestyle by eating well, maintaining a healthy weight, drinking alcohol sensibly, exercising regularly, not smoking and looking after their wellbeing and mental health. For more information please see the MECC Consensus Statement.</p>

23.4 It is not easy for everyone to raise questions about lifestyle behaviours. MECC requires a range of skills and knowledge in order to staff to gain confidence to support and direct people. Training resources for staff are a key element of a MECC programme. The success of a MECC programme will depend on the quality of the training and on sustaining the competence and confidence of staff to deliver the key messages and information to the public. It is also important that those delivering MECC are able to signpost people to appropriate local services and where possible facilitate contact with these services. MECC training should offer practical advice on how to carry out opportunistic chats, signpost to other services and encourage people to make positive steps towards making a lifestyle change and should ensure that there is a consistent approach to these messages.

23.5 Health Education England has developed a number of packages to support MECC and Haringey's training offer is outlined below.



23.6 Haringey's MECC e-learning tool and face-to-face training both have the same learning outcomes:

- Overview and understanding of the definition of MECC.

- Awareness of the economic, organisational and personal benefits of MECC.
- Understanding of the underpinning principles of MECC and MI (Motivational Interviewing) and its impact in Haringey.
- Awareness of the basic health components of MECC, including messages on smoking, healthy eating, physical activity, alcohol consumption and mental health awareness.
- Ability to identify points of resident contact - when and where to provide with health information, advice and guidance.
- Where to signpost residents to for further support and guidance.

23.7 As of October 2016, more than 400 frontline staff across Haringey’s health, local authority and voluntary sectors had attended face-to-face training, provided by Reed Momenta. Feedback from staff includes:

- “...has brought healthy lifestyle choices to the forefront of my thinking – and so will be looking out on how to support my client group.” (Family Support Team)
- “...increased my awareness on how to deliver key health messages more effectively.” (Early Intervention and Prevention)
- “...has increased my confidence in raising and discussing healthy lifestyle related issues.” (Adult Social Services)

23.8 Haringey’s e-learning module was launched in September 2016. This is an individual and team learning and development tool that can be accessed via FUSE, Haringey’s social learning platform.

**Recommendation 17**

That the Director for Public Health and Assistant Director for Transformation and Resources work together to ensure:

- (a) All front line staff receive training on MECC as part of their induction to the Council. As a minimum, this should include asking new starters to go online to look at the e-learning tool.
- (b) Existing frontline workers have an opportunity to discuss training needs in relation to MECC as part of the ongoing “My Conversation” appraisal process. Steps should be put in place to ensure issues in relation to MECC are discussed at least once a year.
- (c) That (a) and (b) above be used to ensure feedback from staff is reviewed annually to ensure improvements can be made to Haringey’s MECC training offer, including the e-learning tool, in view of experience.

## 24. Making physical activity a priority for frailer, older people

- 24.1 Frailty is a state of vulnerability and arises from multiple factors. Whilst it is a condition brought about by a combination of old age and disease, physical inactivity is also known to be a significant contributing factor. Many frailer, older people have multiple medical conditions, such as a combination of arthritis, diabetes, cardiovascular disease and dementia, and have very little strength and a fear of falls.
- 24.2 Although many frailer, older people live in residential care and nursing settings, others continue to live in their own home. To do so, they are supported by a range of services which provide assistance with daily living and help sustain independence.
- 24.3 One of the major risks of daily living associated with frailer, older people is the risk of falls. During the review, the Panel received evidence to support the benefits of specific, targeted and progressive exercise programmes to help reduce the risk.
- 24.4 As a result, the importance of interpreting the CMO guidelines for frailer, older people was identified as a priority. The Panel focused on tertiary prevention and looked at what could be done locally to promote a greater quality of life and to reduce the impact of increased health and care needs.
- 24.5 The information below, outlined in guidance from the BHFNC for Physical Activity and Health (2012), provides detail on each of the guidelines with the purpose of providing professionals with greater understanding of their relevance and how they apply to their work with frailer, older people.

**Guideline 1:** *Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.*

Some physical activity is better than none:

- Frailer, older people engaging in smaller amounts of physical activity will gain some benefits relative to being inactive.
- It is recommended frailer, older people take part in some physical activity every day.

Doing more physical activity provides greater health benefits:

- The dose-response relationship for physical activity and health indicates 'more is better' in terms of the health benefits of physical activity.

It's never too late to start:

- There is good evidence that the benefits of physical activity also apply in later, later life, even to those who have previously been inactive.

- There is good evidence that frailer, older people in later life can still obtain increases in physical fitness and physical function.

**Guideline 2:** *Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.*

Build up to a total of 150 minutes of physical activity each week:

- For some individuals, particularly frailer, older people, 150 minutes may be daunting and seem unattainable due to low levels of fitness or functional capacity. Gradually working towards a goal of 150 minutes a week is recommended.
- The CMO guidelines suggest sessions as short as ten minutes can provide health benefits. Accumulating numerous sessions of ten minutes over a period of time may be a more realistic way for frailer, older people to achieve the CMO guidelines.
- For frailer, older people with low levels of activity, engaging in a small amount of activity, even at a level below the quantity recommended, will provide some health benefits relative to being totally inactive and is a good way to begin.

Physical activity should be aerobic activity of at least moderate intensity:

- The type of activity someone needs to do to qualify as moderate intensity varies from one individual to another. A frailer, older person with low functional capacity may only have to walk at a slow pace for a short time, whereas a very fit athlete may be able to run quite fast for a long time before reaching this level.
- In frailer, older people with low functional capacity, encouraging them to move for longer (ie, progressing from five to ten minutes) may also increase the intensity (ie, from low to moderate) as the individual will have to work harder to sustain the activity.
- Moderate physical activity will cause older adults to become warmer, breathe harder and feel their heart beating faster than usual, but they should still be able to carry on a conversation.
- Many frailer, older people may feel daunted by being asked to raise their heart and breathing rate and may interpret this as an onset of a cardiac event or asthma.

- Education may be required to reassure the frailer, older person that these are normal responses to physical activity and are safe and appropriate for them.
- In an activity like walking, frailer, older people should focus on the perception of the effort they need to make rather than their speed. On a perceived effort scale of 0 (no effort) – 10 (major effort), moderate intensity physical activity is usually rated 5–6.

**Guideline 3:** *For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.*

It is neither recommended nor likely that frailer, older people engage in vigorous physical activity.

**Guideline 4:** *Older adults should also undertake physical activity to improve muscle strength on at least two days a week.*

There is strong evidence for the additional health benefits of muscle strengthening activities.

The strength recommendations are in addition to the 150 minutes a week.

Strength activities should not be undertaken on consecutive days to allow the muscles to rest and repair.

Some everyday activities can be used as strength activities, as well as participation in a class or home-based programme.

Activities that improve strength are those that use the muscles against a resistance or extra weight and where they are performed slowly and repetitively (e.g. 8–12 times).

For a frailer, older adult, body weight or light resistance will initially have a strengthening effect. However as strength improves, heavier weights and slow repetitions will allow the training effect to continue.

Muscle strengthening activities involving all major muscle groups (including the shoulder girdle, arms, trunk, legs and muscles that surround the ankles) will provide substantial benefits for frailer, older people.

Strengthening activities for frailer, older people include using the stairs frequently, Tai Chi or dance, heavy housework or gardening, lifting and carrying, repetitive slow sit to stands (rising from a chair) as well as home-based or group classes that involve strength exercises, e.g. with weights or resistance bands.

Muscle strengthening activities will make the muscles feel more tension than normal, perhaps ‘shake’ and be warmer.

It is normal and anticipated that the day after strengthening activities are

undertaken there will be mild muscle stiffness, indicating the activity had a training effect.

Education may be required to reassure the older adult that these normal responses to muscle strengthening activities are safe and appropriate for them, and are necessary to improve strength.

**Guideline 5:** *Older adults at risk of falls should incorporate physical activity to improve balance and coordination on at least two days a week.*

33% of older adults aged 65 plus fall every year. This figure increases to 50% at the age of 80 and is even greater among those living in care homes. There is good evidence that physical activity programmes which emphasise balance training, limb co-ordination, muscle strengthening and are tailored to the individual are safe and effective in reducing the risk of falls among frailer, older people.

The balance recommendations are in addition to the 150 minutes a week.

Activities that improve balance for frailer older adults include standing or moving about whilst standing and fit in one of the following categories:

- reduced base of support, e.g. standing on one leg for a while, going up onto tip toes, walking heel to toe
- movement of the centre of mass, e.g. dancing, standing Tai Chi and yoga, bowling, moving in different directions, most standing exercise classes and most music to movement classes
- using movements that challenge balance by reducing the amount of upper body support, i.e. switching from holding on to then being unsupported during the activity.

**Guideline 6:** *All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.*

Prolonged periods of sedentary behaviour are an independent risk factor for poor health. Sedentary behaviour rises sharply from the age of 70 onwards and can be as high as 80% of the day amongst care home residents.

Sedentary behaviour refers to any activity that typically occurs whilst seated or lying down and which requires very low levels of energy expenditure.

Sedentary behaviour may be reinforced by activity restrictions brought about by loss of physical function, fear of falling and by activity limiting living environments.

Breaking up long periods of sedentary behaviour, even in those who are chair bound, is highly recommended. Some examples of ways to help do this are by standing and (assisted) walking around for a few minutes, slow sit to stands or seated physical activity.

- 24.6 Evidence received during the review highlighted a clear-dose response relationship between physical activity and the prevention of diseases such as coronary heart disease and type 2 diabetes and that greater benefits occur with increased participation. In addition, for those individuals with very limited mobility, including the frailest and those who spend long periods of time sitting, bouts of physical activity and movement that promote circulation will help to reduce the complications of immobility including: deep vein thrombosis (clotting); gravitational oedema (swelling of the legs caused by accumulation of fluid); contractures (thickening of the joint tissues leading to deformity); pressure sores; and faecal impaction (severe constipation).
- 24.7 Despite the benefits, increasing physical activity among frailer, older people represents a significant challenge. Many may depend on others for basic activities of daily living and have disabling conditions. Similarly, frailer, older people may have cognitive impairments or be concerned about failing or over-exertion. Also, patterns of sedentary behaviour may be well established with no habitual routine of physical activity.
- 24.8 Frailer, older people will be more motivated to be active when they:
- find a sense of purpose or reason to move, e.g. relevance to their situation and self-identity
  - feel safe and can trust those assisting and supporting them
  - believe that significant others, e.g. family members, care givers and professionals, have positive attitudes towards their physical activity
  - have confidence in the skills of physical activity instructors, teachers and leaders
  - are successful and recognise their own achievements
  - discover opportunities to interact and socialise with other people
  - engage with personal interests and enthusiasms
- 24.9 Evidence suggests frailer, older people are concerned about over-exertion and causing harm to themselves. Additionally, during physical activity, the fear and risk of falls may be further exaggerated in frailer, older people. However, the risks associated with taking part in physical activity at a health promotional level are minimal for most individuals. Continuing with an inactive lifestyle presents greater health risks than gradually increasing physical activity levels.
- 24.10 Those that are the least active have the most to gain from taking part in even small increases of regular physical activity. If frailer, older people gradually increase the volume and/or intensity of their physical activity, they are unlikely to face undue risk. In short, the health benefits of physical activity outweigh the risks.



24.11 With this in mind, the Panel looked at how it would be possible for a frailer, older person in Haringey to work towards achieving the CMO physical activity guidelines. The work of the Care Inspectorate in Scotland and opportunities for increasing physical activity with older people via Haringey's Integrated Out of Hospital Project are explored in more detail below.

### **Physical Activity within the Care Home Setting**

24.12 "Care...about physical activity" has been developed by the Care Inspectorate<sup>3</sup> (Scotland) in partnership with the BHFNC for Physical Activity and Health to support those who work in the care sector to make physical activity part of every resident's daily life.

24.13 Based on the World Health Organization model of "Health Promoting Settings" this good practice resource provides principles and a self-improvement framework for care homes. It has been designed to stimulate simple solutions and practical approaches to enable all care home residents to choose to be active every day.

24.14 The resource pack, [available via the Care Inspectorate's website](#), includes:

- A booklet with:
  - An introduction to the resource, an introduction to physical activity in care homes and how to make improvements
  - A physical activity self assessment tool and guidance for its use
  - A description of the three key principles to promote physical activity
    - (a) Physical activity and participation
    - (b) Organisational care home culture and commitment
    - (c) Community connections and partnerships
- A DVD to support implementation of the resource pack
- Make Every Move Count – a pocket guide to active living
- A call to action poster
- Physical activity and self assessment tools

24.15 The pack has been designed to support care homes, in Scotland, to make improvements in this area of care, and also, importantly to acknowledge what works well and enables residents to be more physically active. During development of the resource, components were tested in care settings across Scotland.

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<sup>3</sup> The Care Inspectorate regulates and inspects care services in Scotland.

- 24.16 This useful tool highlights that the needs of the individual should be the starting point for promoting physical activity and encouraging residents to be more active. However, it is difficult to be prescriptive about what activities are appropriate for residents in care homes. Understanding individual interests and abilities, previous successful physical activity experiences and personal beliefs and expectations of others should inform personal choice on suitable activities. This is in addition to using a person centred care plan which includes the medical conditions of the individual as well as the views of other health, therapy and social care professionals.
- 24.17 A key to promoting physical activity is the way in which it can be built into the daily life of the care home such as using activities of daily living for example rising from a chair (assisted), walking and moving around the care home and making use of the outdoors. Being physically active is not the same as taking part in an organised exercise class or walking group, important as they are. It is about opportunities to move more often.
- 24.18 From a public health perspective, helping all older adults to progress from moving, to moving more often, to moving regularly and frequently will produce the greatest reduction in risk. The activities below can be enhanced by group based activities which will provide additional benefits and opportunities such as maintaining social connections.
- **Moving** – such as standing up from a chair several times a day, moving in bed, brushing teeth, and washing face.
  - **Moving more often** – such as walking to the dining room each meal time, walking to rooms to collect an item.
  - **Moving, regularly and frequently** – such as going outside, setting the tables for meals, sorting laundry, feeding the birds and doing meaningful and purposeful activity.
- 24.19 During evidence gathering, differences between the Scottish and English health/care systems were acknowledged. However, the Panel agreed, subject to local commissioning arrangements, the “Care...about physical activity” resource should be used in care homes in Haringey:
- During the induction of new staff to promote the importance of physical activity
  - To support training and education relating to good practice
  - To support continued professional development
  - To improve care and health and wellbeing of care home residents

24.20 The recommendations below have been put forward to ensure local care homes meet NICE guidelines relating to participation in meaningful activity<sup>4</sup>.

**Recommendation 18**

That the "[Care...about physical activity](#)" resource pack be used by the Director of Adult Social Services to develop Haringey's Care Home Placement Agreement alongside the commissioning of services as part of the residential/nursing home contact, via DPS during 2017/18, to ensure:

- (a) Residents have physical activity choices documented in their care plans.
- (b) All staff understand the importance of daily physical activity and encourage residents at every opportunity to be more active in a way that meets their needs and choices with a clear purpose.
- (c) Participation in physical activity is valued and is a commitment for everyone who is part of the care home community such as relatives, staff, friends and others.
- (d) Management provides leadership and support to promote physical activity.
- (e) The environment facilitates an active lifestyle to take place by being appropriate for the needs and choices of the residents, staff and those in the care home community.
- (f) Training is available for staff to raise awareness of the benefits of physical activity and ways to enable residents to be active.
- (g) Connections can be made with accessible local services and organisations to provide specific advice, guidance and support to promote physical activity.
- (h) Care homes are aware of what local places and spaces are available to support people to be more active on a daily basis and makes use of the available opportunities.

**Recommendation 19**

That Healthwatch Haringey explore using enter and view powers to identify levels of commitment to promote physical activity among care homes in Haringey. Working with commissioners, a base line assessment should be completed during 2017 with a full inspection planned for 2018 once [tools outlined in the "Care...about physical activity" resource pack](#) have been introduced in Haringey.

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<sup>4</sup> <https://www.nice.org.uk/guidance/gs50/chapter/Quality-statement-1-Participation-in-meaningful-activity>

**Recommendation 20**

That progress in relation to promoting physical activity in care homes be monitored via the Quality Assurance Sub Group of the Haringey Safeguarding Adults Board.

**Recommendation 21**

The Cabinet Member for Finance and Health be asked to write to the Care Quality Commission to recommend that enabling access to appropriate physical activity is recognised as part of the inspection process, within either the question is the service effective or is the service responsive?

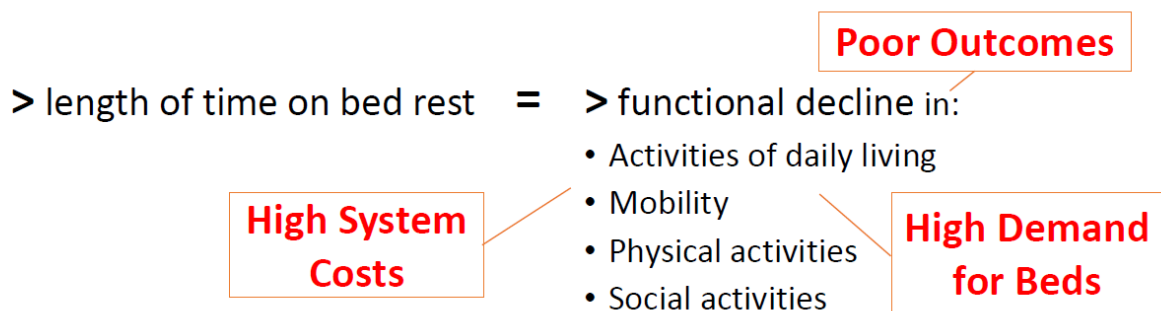
**Haringey’s Integrated Out of Hospital Project**

24.21 Haringey CCG has been working with North Middlesex University Hospital to deliver improvements in the Accident and Emergency four-hour waiting time target trajectory. This waiting times target trajectory is supported by improving the flow of patients through the hospital and reducing the length of time they spend in hospital.

24.22 A key focus of the Five Year Forward View, which has been translated into the priorities for the North Central London Sustainability and Transformation Plan (STP), is to reduce the length of time that people spend in hospital. The key rationale for this is deconditioning i.e. the longer that people remain in a hospital bed the greater their functional decline (this includes a reduction in activities of daily living, mobility, physical activities, and social activities).

“10 days in hospital (acute or community) leads to the equivalent of 10 years ageing in the muscles of people over 80” (Gill et al: 2004: Journal of the American Medical Association).

24.23 Deconditioning leads to poorer outcomes for patients, high demand for beds and overall higher health and social care system costs.



24.24 A recent audit across the four acute providers in North Central London (North Middlesex; Whittington; Royal Free; University College London Hospital) stated that there was a 98% bed occupancy rate and 18% of the beds were occupied by patients who were medically fit for discharge.

24.25 Haringey has made a commitment to improve outcomes for patients; reduce the pressures and demand for beds; and reduce costs for the health and social care system.

24.26 Haringey CCG is leading the work to improve patient discharge, through strengthening the support of out of hospital services, as a way of reducing the length of time that people stay in hospital. This work has been initiated with North Middlesex University Hospital through a programme called Safer Faster Better (described below) and North Central London STP have recognised the good progress this is making and are looking to spread the learning to other areas.

**Integrated Out of Hospital Summary**

<p>Improve coordination, capacity and quality of services that will both prevent frail/pre-fail adults going to hospital and efficiently discharging people when they go into hospital:</p>	<p><b>Primary Care (Before Hospital)</b></p> <p>Services that are primarily linked to/based in GP practices including: Locality Teams; Mental Health Hubs; Primary Care Hubs; Dementia Navigators</p>
	<p><b>Hospital Services (In Hospital)</b></p> <p>Services that are primarily linked to/based in hospitals; including: Home from Hospital; North Middlesex at Home; Discharge to Assess; Integrated Discharge Teams; Mental Health Discharge Co-ordinators; Seven Day Working</p>
	<p><b>Intermediate Care Services (After Hospital)</b></p> <p>Services that are primarily linked to community/home based services including: Bed Based Intermediate Care; Reablement; Cavell/Bridges Ward; Rapid Response.</p>

24.27 In terms of the route out of hospital for older adults, the Panel was particularly interested in-

- The Home from Hospital Service
- The development of Care Closer to Home Integrated Networks (CHIN)
- The Locality Teams pathway, including ongoing communication within Locality Teams

24.28 Home from Hospital is a council commissioned service provided by Bridge Renewal Trust. The service provides practical and emotional support to patients aged over 50 years old to return home safely from hospital on discharge.

**Home from Hospital** – adapted from The Home from Hospital Patient Brochure

**“We accompany the patient home and provide up to three home visits for up to four weeks after discharge to prevent unnecessary re-admission”**

**The service helps people due to be discharged from hospital who meet the following criteria:**

- Residents of Haringey aged 50 or over.
- Requiring discharge from Whittington or North Middlesex Hospitals.
- Give consent or have been determined that it is in the patient’s best interests to access the service.
- Would benefit from practical support at home but not including personal hygiene, domestic cleaning or laundry.
- Home and social situation deemed not at risk.
- Able to be safe at home alone with this service.
- No longer requiring acute medical care.
- Money available for basic amenities (food, transport, fuel).
- At risk of hospital admission / readmission if no support is provided.
- Worried about returning home and / or live alone and have no apparent support from family or friends.

**The service cannot help:** Non Haringey residents; Children and adults under the age of 50 years; People with complex needs.

**The service encourages patients to regain their independence on returning home, by providing social and practical personalised support including:**

- Accompanying patients home following hospital discharge.
- Three home visits and up to four weeks of support after hospital discharge.
- Supporting patients to collect pension / benefits / prescriptions.
- Practical assistance with essential food shopping (non-financial).
- Practical assistance with contacting appropriate services to ensure residents feel safe and well with access to amenities – heating, lighting and hot water.
- Practical assistance with checking/ topping up gas/electricity and paying bills (non-financial).
- ‘Check and chat service’ – telephone calls for the first 4 weeks following discharge from hospital to check how patients are settling back in the community.
- Provision of information and links, signposting and referrals to local community activities and local services.
- Help with making and accessing GP appointments and other health and social care appointments.
- Practical assistance with accumulated posts, completion of forms, letter writing and posting.

**The service does not provide:** Personal care; Financial support; Support to meet complex needs

The service works closely with the Hospital discharge teams, occupational therapists and social workers to identify eligible patients who can benefit from the service. **In addition to self-referral / family referral, clients can be referred into the service through a number of routes:**

- Hospital discharge as part of a period of reablement
- GPs, social services or community health services
- Integrated health and social care projects


- 24.29 There have been 502 referrals into the service since the initial contract with The Bridge Renewal commenced in September 2015 to October 2016.
- 24.30 Between September 2015 and September 2016 55% of referrals came from the North Middlesex Hospital and 42% came from the Whittington Hospital. 74% of all referrals were aged over 75.
- 24.31 In the same period, 74% of patients discharged from hospital who received services from Home from Hospital did not have a hospital readmission within 28 days of their hospital discharge.
- 24.32 During various interviews the development of Care Closer to Home Networks and the Locality Teams pathway, including ongoing communication within Locality Teams, were considered. Interviewing representatives from Haringey CCG, Council Officers and representatives from The Bridge Renewal Trust allowed the Panel to look at ways to strength the ability of Home from Hospital and CHIN coordinators to work together.

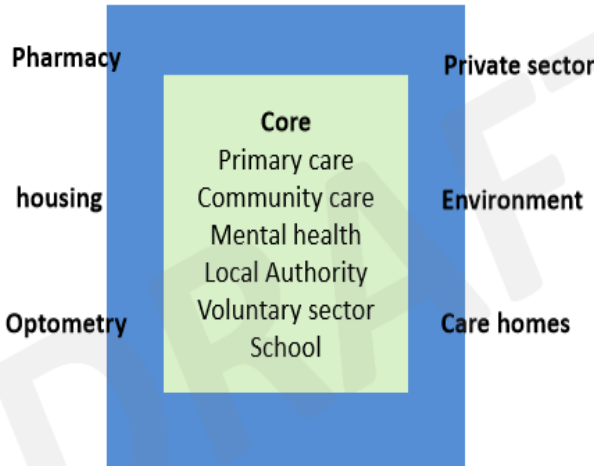
**The Broad Model for CHINs**

### Care closer to home integrated networks (CHIN)

**Principle**  
Network/hub does commissioning and providing

- Network has a multidisciplinary teams – pulled from core group supplemented by locally determined key players





**Commissioning**

- Needs analysis (public health and outcomes)
- Agree care pathways that are in scope
- Delegated budget
- Set an agreed commissioner plan
- Review aim to reduce variation – to achieve upper 25% across key players

**Providing**

- Acute reactive – clinician agnostic
- LTC chronic – clinician specific
- Rehabilitation
- Admission prevention
- Discharge facilitation

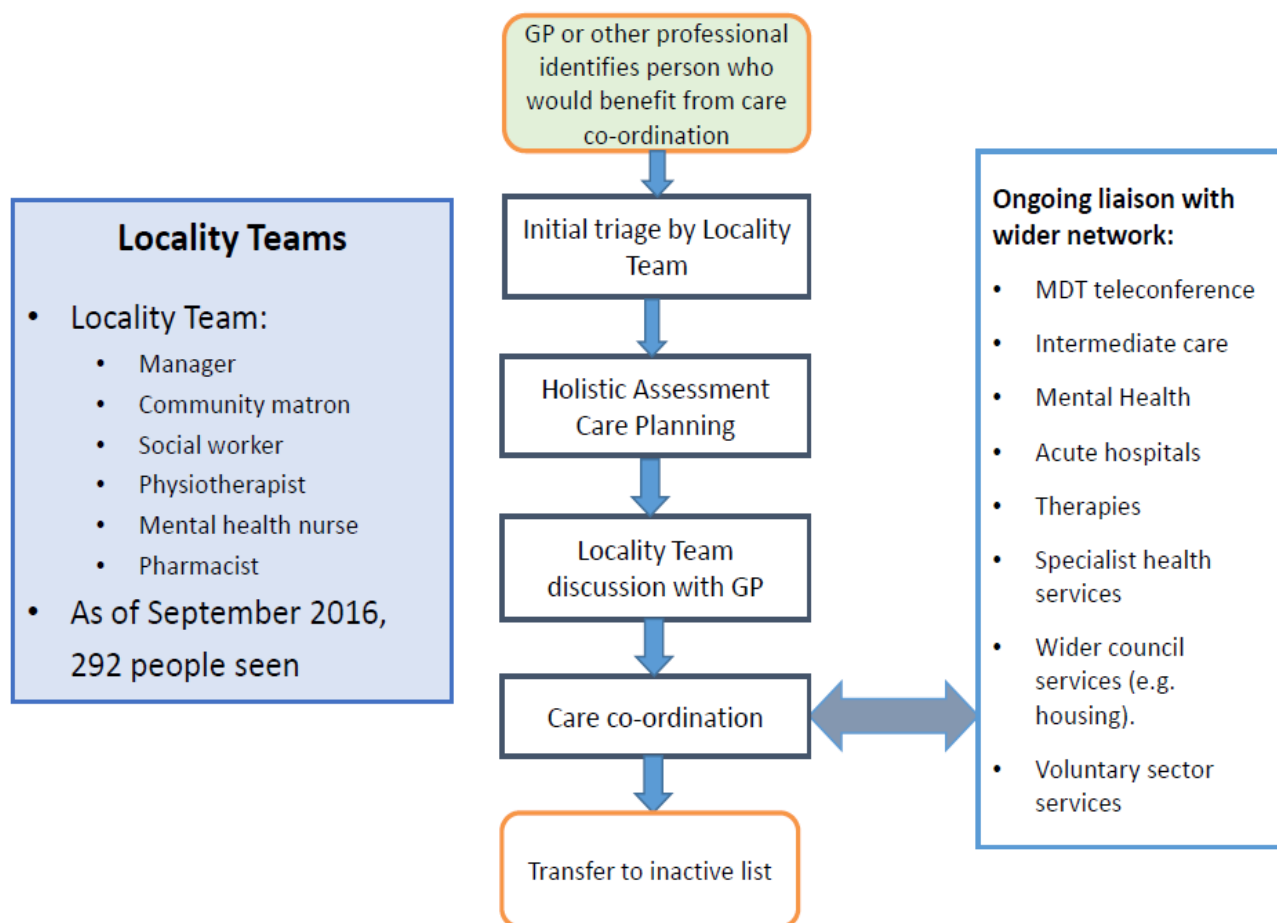
Covers a meaningful population size e.g. 50-80K

49

- 24.33 The Panel recognise that Care Closer to Home Networks are yet to be established. As a result, this offers an opportunity to influence the function of the network in promoting and monitoring the impact of physical activity. In

making recommendations, the Panel has assumed there will be a “CHIN care coordinator” or similar role in each CHIN.

**Locality Team Pathways**



24.33 The Panel’s findings indicate that people remain independent and better connected within their community if they have access to, and are part of, a group activity. The social aspect of belonging to a group cannot be underestimated as it strengthens their sense of belonging and provides strong motivation to leave the house to participate in an activity with research to show both physical and mental health wellbeing outcomes.

24.34 Moving forwards, the Panel believe the recommendations below will help ensure residents are signposted to suitable and meaningful activities. By enhancing physical and mental wellbeing it is hoped that these practical steps will keep residents out of hospital.

**Recommendation 22**

That the Director of Commissioning for Haringey CCG be asked to coordinate a meeting between NHS commissioners and the Bridge Homes from Hospital Team to ensure the following recommendations are taken forward:

(a) That, as part of the Homes from Hospital assessment form, the question



- on joining a local group (to provide physical and social support) should be discussed at the first meeting with an expectation that a suitable group, to suit the clients individual needs, will be found by the Homes from Hospital team and that a team member escorts the client to this group within the 4 week period.
- (b) That, on completion of the Home from Hospital service, information on the group/activity attended by the client should be provided to the CHIN (in which the client's GP practice is based). The CHIN care coordinator (or similar role) should then liaise with the client to follow up on how the activity is going and whether it is working, both in terms of physical activity and social interaction.
  - (c) That a member of the Senior Administration team, at each local hospital, should be aware of the Home from Hospital service.
  - (d) Hospital Ward Clerks should be given appropriate information on how to mark a patients record, on discharge from hospital, to indicate they are part of the scheme and how to contact the Home from Hospital team if there is a re admission within a 4 week time frame.
  - (e) That any re admission to hospital by the client during the Home from Hospital support period should be flagged up by the Ward Clerk on the hospital admissions ward and reported to the Home from Hospital team coordinator.
  - (f) The CHIN team should ensure feedback is given, at regular intervals, to the Home from Hospital team on outcomes from their referrals to local group activities. This is to strengthen good practice and to flag up any issues with activities/ groups so further referrals can be made elsewhere if necessary.
  - (g) The Bridge Renewal Trust should ensure information gleaned from their asset mapping exercise is made available to their Home from Hospital team, so they can refer clients to the most appropriate activity. This information should also be shared with the CHIN team.

## **25. Tottenham Active**

- 25.1 Tottenham Active was a joint Sport England and Council funded project to improve rates of physical activity in Tottenham. While not specifically targeting older people; as inactivity is more prevalent amongst this cohort the take up by older Tottenham residents was around 40% of the total participants.
- 25.2 The project began in June 2013 and the funding ended in June 2016. However, as was intended sessions continue. Various activities pump primed with

Tottenham Active funding are now in a sustainable phase and thus ongoing. This includes a number of sessions for older people, outlined earlier in the report, such as Better with Age, at Tottenham Green Pools and Fitness, and Silverfit.

## 26. Towards an Active Nation

- 26.1 Following from the governments new "[Sporting Future: A New Strategy for an Active Nation](#)", last year Sport England released "[Towards an Active Nation](#)".
- 26.2 The Sport England strategy (2016-21) outlines five key outcomes:
- Physical wellbeing
  - Mental wellbeing
  - Individual development
  - Social and community development
  - Economic development
- 26.3 The strategy also includes seven investment principles – one of these is "Reducing Inactivity". In recognition that inactivity affects older people to a greater degree with quite a big drop off from 50+ in activity levels; Sport England have focused first in terms of funding opportunities on reducing inactivity in the 55+ age group.
- 26.4 The Council has submitted an Expression of Interest (EOI) to this funding opportunity and expect to hear back in early April 2017 as to whether the application will be progressed to stage 2.
- 26.5 The scrutiny work in this area (including taking evidence from Sport England) has contributed significantly to the development of the EOI and the Scrutiny Panel hope to be involved in the development of the project should the Council be successful in drawing down the funding.
- 26.6 Given the importance of reducing older people's inactivity levels, even if the Council is not successful the Panel hope that aspects of the project are still progressed, with other funding sought.
- 26.7 As part of Sport England's strategy development a suite of KPIs are now in place. The main KPI relating to older people is KP12 "Decrease the percentage of people physically inactive". Other KPIs for this area are KP13 "Increase percentage of adults utilising outdoor space for exercise and health reasons" and KP18 "The demographics of volunteers in sport to become more representative of society as a whole".
- 26.8 Specific project outcomes relate to numbers attending interventions, and the gender and ethnicity of attendees. Well being measurements will also be

collected along with health data where available. For example, blood sugar levels and blood pressure readings.

- 26.9 Well being and health data in particular can tell a powerful story and will be important evidence when seeking funding for this preventative work from the CCG and NHS.

**Recommendation 23**

That:

- (a) It be noted the Adults and Health Scrutiny Panel fully support the Council's application to Sport England for funding to help tackle inactivity in older people.
- (b) If the Council is successful in drawing down the Active Ageing funding, the Adults and Health Scrutiny Panel should be involved in the development of the project.
- (c) Given the importance of reducing older people's inactivity levels, even if the Council is not successful with its Expression of Interest it is recommended that aspects of Haringey's Active Aging Project be progressed, with alternative funding sought for delivery.

**27. Contribution to strategic outcomes**

- 27.1 In agreeing a tight and focused scope, consideration was given to how this scrutiny review could contribute to strategic outcomes.
- 27.2 The recommendations outlined in this report will, if taken forward, contribute to policy and practice across priorities outlined in both the Corporate Plan and Haringey's Health and Wellbeing Strategy.

**Corporate Plan**

- 27.3 Priority 2 – "Enable all adults to live healthy, long and fulfilling lives", especially objectives relating to: "A borough where the healthier choice is the easier choice"; and "Strong communities, where all residents are healthier and live independent, fulfilling lives".
- 27.4 Priority 3 – "A clean, well maintained and safe borough where people are proud to live and work" especially the objective relating to making "Haringey one of the most cycling and pedestrian friendly boroughs in London".
- 27.5 There are also links to the cross cutting themes of "Prevention and Early Intervention", "A Fair and Equal Borough", "Working Together with our Communities", "Value for Money", "Customer Focus", and "Working in Partnership".

## **Haringey's Health and Wellbeing Strategy**

27.6 Priority 1 – “Reducing obesity”; Priority 2 – “Increasing healthy life expectancy”; and Priority 3 – “Improving mental wellbeing”.

### **28. Statutory Officers Comments**

#### **Legal**

28.1 This report sets out the recommendations of the Adults and Health Scrutiny Panel on Physical Activity for Older People. If the recommendations are accepted by the Overview and Scrutiny Committee they will be considered by the Cabinet who will respond.

28.2 Under Section 9F of the Local Government Act 2000 (“LGA”), the Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitant of its area. Reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.

28.3 The Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations and under Section 9FE of the LGA, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet, proposes to take, within two months of receiving the report and recommendations.

#### **Finance**

28.4 The costs of undertaking this scrutiny review have been contained within existing budgets while the Panel has put forward a number of recommendations for consideration.

28.5 Recommendations should only be adopted if there is a robust business case that demonstrates they offer value for money and resources have been identified. This is particularly important in view of issues raised in the body of the report, including:

- A lack of funding generally to progress community based activities for older people and to prevent/manage long term conditions
- The funding for the Active for Life contract coming to an end in March 2018
- External funding opportunities, such as investment from Sport England’s Active Ageing Fund, being limited.

28.6 At this stage some of the recommendations are fairly high level and further work will be required to fully assess the financial implications. However, many of the recommendations should be low cost and could be met from existing resources.

28.7 It is therefore expected that the majority of recommendations could be enacted with minimal financial impact to the Council. However, before Cabinet could

agree to implement the recommendations it will be necessary, as part of Cabinet's response, to ensure that the cost of doing so is known and budgeted for.

## **Equality**

- 28.8 The Council has a public sector equality duty under the Equality Act (2010). This requires the Council to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
  - Advance equality of opportunity between people who share a protected characteristic and those who do not;
  - Foster good relations between people who share a protected characteristics and those who do not.
- 28.9 During the review, the Panel considered these duties in relation to the nine protected characteristics (age, disability, gender reassignment, marriage/civil partnership status, pregnancy/maternity, race, religion, sex, sexual orientation). In particular, the Panel has reviewed health inequalities resulting from physical inactivity, including issues regarding age, sex, disability and race, as well as wider equality issues, such as, socio-economic status.
- 28.10 Details of different physical activity rates and health inequalities based upon protected characteristics influenced the report and shaped recommendations. For example, findings from the Sport England Active People Survey (2014) highlighted in sections 8.
- 28.11 The recommendations contained in this report are based on physical activity guidelines for older adults, issued by the UK Chief Medical Officers' (CMO), and consider particular adjustments related for disabilities predominately caused by the ageing process, such as dementia and physical impairments.
- 28.12 These guidelines, based on evidence from global research, are applicable to all older adults, irrespective of gender, race or socio-economic status. However, as highlighted in the report, physical activity is a complex behaviour, influenced by a range of factors. These factors operate at individual, social and environmental levels. Some may be modifiable, for example, social support or attitudes. Others are fixed, such as sex or ethnicity.
- 28.13 While the CMO guidelines are relevant to all older adults, it is not appropriate to consider all older adults as a homogeneous population. With an age range of 40 years or more there is significant diversity, and chronological age is not always helpful when describing differences in health, physical function and disease status among older adults. As a result, while the CMO guidelines can be applied to all older adults it is difficult to be too prescriptive and consideration should be given to individual needs and abilities.

28.14 In order to assist in clarifying how the CMO guidelines should be applied, by commissioners, policy makers and practitioners, three groups of older adults have been identified in this report (actives; those in transition; and frailer, older), each with differing functional status and therefore different physical activity needs (see section 12).

28.15 In any recommendations requiring communications to residents, consideration will be needed in regards to providing reasonable adjustments. This includes easy read versions for people with learning disabilities, and different formats for people with sensory impairments.

## 29. Use of Appendices

Appendix 1 Review contributors

Appendix 2 Get active in Haringey

Appendix 3 Haringey Prevention Pyramid

## 30. Local Government (Access to Information) Act 1985

- Haringey Physical Activity and Sport Framework 2015-2019 (Haringey Council)
- Physical activity benefits for adults and older adults (UK Chief Medical Officers Guidelines, 2011)
- Haringey's Health and Wellbeing Strategy 2015-2018 (Haringey Health and Wellbeing Board)
- Snooks H, Cheung WY, Gwini SM, Humphreys I, Sanchez A, Sirwardena N (2011). 'Can older people who fall be identified in the ambulance call centre to enable alternative responses or care pathways?'
- British Heart Foundation National Centre for Physical Activity and Health, Loughborough University (2012). "Physical activity for older adults (65+ years)"
- British Heart Foundation National Centre for Physical Activity and Health, Loughborough University (2012). "Physical activity for older adults (Guidance for those who work with frailer, older people)"
- Thomas Pocklington Trust (2014). 'Physical activity among older people with sight loss'
- Hallal PC, Andersen LB, Bull FC, Guthold R, Haskell W, Ekelund U, for the Lancet Physical Activity Series Working Group (2012) Global physical

activity levels: surveillance progress, pitfalls, and prospects. *The Lancet*, published online.

- Skelton DA, Young A, Walker A, Hoinville E. Physical Activity in Later Life: Further analysis of the Allied Dunbar National Fitness Survey and the HEASAH. London: Health Education Authority. 1999. pp. 40-58.
- Gill et al (2004) Hospitalization, restricted activity, and the development of disability among older persons. *Journal of the American Medical Association*, 292(17), pp.2115-2124
- Phoenix C and Orr N. Moving Stories: Understanding the Impact of Physical Activity on Experiences and Perceptions of (Self-) Ageing – Key Findings.
- Scottish Care Inspectorate and BHF National Centre for Physical Activity and Health (2014) "[Care...about physical activity](#)" resource pack.

External links have been included in this report. Haringey Council is not responsible for the contents or reliability of linked web sites and does not necessarily endorse any views expressed within them. Listing should not be taken as endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

## Appendix 1

### Review contributors

The Committee interviewed the following witnesses as part of their evidence gathering – in order of their appearance before the group

Name	Job Title / Role	Organisation
<b>Scoping</b>		
Dr Jeanelle de Gruchy	Director of Public Health	Haringey Council
Beverley Tarka	Director of Adult Social Services	Haringey Council
Charlotte Pomery	Assistant Director of Commissioning	Haringey Council
<b>Session 1</b>		
Marion Morris	Head of Health Improvement	Haringey Council
Deborah Saunders	Senior Health Trainer	One You Haringey
Chinyere Ugwu	Community and Customer Relations Director	Homes for Haringey
Kevin Young	Community and Resident Engagement Manager	Homes for Haringey
Helidon Topulli	Support Service Manager	Homes for Haringey
Andrea Keeble	Commissioning and Client Manager, Active Communities, Leisure and Partnerships	Haringey Council
Mark Munday	Divisional Manager	Fusion Lifestyle
<b>Session 2</b>		
Mike Wilson	Director	Healthwatch Haringey
Joyce Sullivan	Senior Community Development Officer	Public Voice
Gordon Peters	Chair	Older Peoples Reference Group
Dr Eddie Brocklesby	Director	Silverfit
<a href="#">Dr Samuel Nyman</a> *	NIHR Career Development Fellow	Bournemouth University
Fiona Ross	Senior Policy and Project Officer, Diversity and Social Policy Team	Greater London Authority
<b>Session 3</b>		
Sue Southgate	Service Manager, Integration and Personalisation, Adult Social Care	Haringey Council
<a href="#">Prof Christina Victor</a> *	Professor of Public Health / Vice-Dean Research	Brunel University London



Name	Job Title / Role	Organisation
Geoffrey Ocen	Chief Executive	Bridge Renewal Trust
Colin Bowen	Service and Business Development Manager	Bridge Renewal Trust
<b>Session 4</b>		
Emma Pawson	Health Improvement Leader	Public Health England (London Centre)
<a href="#">Dr Cassandra Phoenix*</a>	Associate Professor in Critical Health Psychology	University of Bath
<a href="#">Bob Laventure*</a>	Consultant on Physical Activity and Older People	British Heart Foundation National Centre for Physical Activity and Health
Joel Brookfield	Strategic Lead, Local Outreach	Sport England
<b>Session 5</b>		
Rachel Lissauer	Acting Director of Commissioning	Haringey CCG
<b>Session 6</b>		
Marco Inzani	Head of Integrated Commissioning	Haringey CCG
Cassie Williams	Assistant Director, Primary Care Quality and Development	Haringey CCG
<b>Session 7</b>		
Martin Haines	Inspection Manager Adult Social Care Directorate	Care Quality Commission
<b>Session 8</b>		
Sanjay Mackintosh	Head of Strategic Commissioning	Haringey Council
Marcelle Van-Tull	Referral Coordinator	Bridge Home From Hospital Service
<b>Session 9</b>		
Vivien Hanney	Health Improvement Commissioner	Haringey Council
Katrina Heal	Senior Health and Wellbeing Co-ordinator	Tottenham Hotspur Foundation
<b>Session 10</b>		
Carol Pusey	Manager of Protheroe House	One Housing Group
Alice Williams	Dementia and Activities Officer (Protheroe House and Lorenzo House)	One Housing Group
<b>Phone Interview</b>		
<a href="#">Prof Janice Thompson*</a>	Professor of Public Health Nutrition and Exercise	University of Birmingham

*\*Further information detailing the research interests / work of academics interviewed as part of this scrutiny review can be found via the hyperlinks included above.*

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## Appendix 2 Physical Activity for Older People Responses – Recommendations

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
1	That the findings/recommendations from the Physical Activity for Older People Scrutiny Review be considered in full as part of the 2017 refresh of Haringey's Physical Activity and Sport Framework.	Andrea Keeble	December 2017 Cabinet	Agreed	Both the Council's developing ambition/cross cutting theme for an 'Active and Healthy Haringey' and the new strategic direction by the government and Sport England ensures that there must be a greater focus on getting the inactive active. There are multiple benefits of this approach. Older people are the largest and most significant inactive group in Haringey.
2	That, in developing the design framework for Haringey's model for integrated health and care, the Assistant Director for Adult Social Services and the Director of Commissioning for Haringey CCG, be asked to ensure physical activity is included within all care pathways, with interventions available across the prevention pyramid (population, community, personal).	Jon Everson / Rachel Lissauer	Next steps on pathways: end of June; other efforts are ongoing	Agreed.	Haringey Council and CCG have recently developed a Design Framework for thinking about and developing integrated health and care in Haringey. Increasing healthy ageing through prevention is a critical part of the framework. The prevention pyramid that underpins this has three main areas for effort – services (e.g. including physical activity interventions in care pathways), community development (e.g. walking campaign led by voluntary sector) and healthy policy. The latter is a key way to enable and increase physical activity for a large number of older people, for example through regeneration opportunities and creating age-friendly environments by influencing the design of the built environment to increase walking, age-appropriate housing, transport policies and improving community safety.
3	That consideration be given to how the Fusion Annual Service Plan can be used to provide a wider range of activities for older people within the current leisure centre programme, including at New River Sport and Fitness.	Andrea Keeble & Fusion	Annually as part of service planning	Agreed.	Note that Fusion have recently launched additional Better with Age sessions at Park Road Pools and Fitness, New River Sport and Fitness & Broadwater Farm Community Centre

	<b>Recommendation</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed/Partially Agreed/Not Agreed</b>	<b>Comments</b>
4	That in addition to the concession/free access already provided, should an opportunity arise to renegotiate parts of the Leisure Centre contract, consideration should be given to using the subsidy to encourage more residents aged 50+ through the door.	Stephen McDonnell/Andrea Keeble/Fusion		Agreed – if an opportunity for renegotiation arises	Note any decision about contract renegotiation and the Council's negotiating position are subject to a separate decision making process which has not yet commenced
5	That the Better With Age programme (targeted at 50+) be provided: (i) more frequently at Tottenham Green Pools and Fitness and (ii) at other locations.	Andrea Keeble	Completed & reviewed annually as part of service planning	Agreed.	Note that Fusion have recently launched additional Better with Age sessions at Park Rd, New River & Broadwater Farm Community Centre. Tottenham Green's frequency is under review
6	That Fusion be asked to sign up to the Haringey Dementia Action Alliance.	Fusion	Imminent	Agreed.	Fusion are developing their pledges including more staff training in this area and dementia friendly sessions.
7	That consideration be given to how the Fusion Annual Service Plan can be used to facilitate inclusive activities, including those that support older people with learning and/or physical disabilities.	Andrea Keeble & Fusion	Annually as part of service planning	Agreed	Each year the Council in partnership with Fusion will analyse usage data for these groups and review current programmes and design new programmed inclusive activity to increase uptake. Annual targets will be set.
8	That: (a) A major publicity campaign led by the Council, in partnership with Fusion, be delivered once a year to raise awareness of the concessionary access, leisure provision and activities that are available for older residents.  (b) The Communities, Leisure and	Andrea Keeble, Council Communications Team & Fusion	Annually as part of service planning.	a - Partially agreed.	a- Fusion is committed to various Open Days to raise awareness and promote the service to older people and people with disabilities  While the overall direction of this recommendation is welcome the Council will assess this annually taking into account resources, council priorities and other national and local campaigns. For example there may be opportunities to combine campaigns which target older people more generally around their health.

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p>Partnerships Team review all Council communication material relating to activities for older people, including pages <a href="#">on the Council's website</a>, to ensure information is up to date and clearly describes the activities available and where to go for further information.</p> <p>(c) Fusion be asked to review all their communication material relating to activities for older people, including pages <a href="#">on their website</a>, to ensure information is up to date and clearly describes the activities available and where to go for further information.</p>			<p>b – Agreed</p> <p>c – Agreed</p>	<p>b- This is an ongoing piece of work which will receive more focus</p> <p>c– Note recent new publicity material for older people from Fusion.</p> <p>Wider than just advice, there is a need to, where possible, activate other levers available to the Council and partners; strategic, policy, organisational, etc to create a physical activity friendly environment.</p> <p>Regeneration opportunities to be exploited to make being active the easy choice through taking a 'Healthy Streets' approach to design, developing green grids, cycle ways etc.</p> <p>Behaviour change programmes utilised where funding is available to embed more positive attitudes towards being physically active.</p>
9	That the top line messages below be used by commissioners, policy makers and practitioners to ensure clear and simple advice is provided to older people (including frailer, older	Andrea Keeble Jeanelle de Gruchy & partners	Ongoing	Agreed	Currently the main leaflet material issued and updated regularly by Active Communities is distributed widely. This is called 'Free & Affordable Ways to be Active'. This leaflet is extremely popular and has this advice within it as well as details of 'free and affordable

	<b>Recommendation</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed/Partially Agreed/Not Agreed</b>	<b>Comments</b>
	<p>people) on physical activity:</p> <ul style="list-style-type: none"> <li>➤ Taking part in any amount of physical activity will provide some essential benefits to both physical and mental health</li> <li>➤ Some physical activity is better than none!</li> <li>➤ Everyone should limit and break up the amount of time spent being sedentary (sitting).</li> <li>➤ Physical activity should be built up gradually.</li> <li>➤ Physical activity should provide a sense of enjoyment and purpose.</li> <li>➤ Physical activity is everyone's business and everyone benefits.</li> </ul>				<p>physical activity'</p> <p>Other outreach opportunities to be exploited to get these messages out.</p> <p>The 'One You' service have a significant role</p> <p>Wider than just advice there is a need to, where possible, activate other levers available to the Council and partners; strategic, policy, organisational, etc. to create a physical activity friendly environment.</p> <p>Regeneration opportunities to be exploited to make being active the easy choice through taking a 'Healthy Streets' approach to design, developing green grids, cycle ways, etc.</p> <p>Behaviour change programmes utilised where funding is available to embed more positive attitudes towards being physically active.</p>
10	That consideration be given to how the Active for Life programme could be incorporated into the wider Fusion contract which ends in 2032, once the Public Health contract for this provision, including GP Exercise	<p>Stephen McDonnell / Andrea Keeble / Jeanelle de Gruchy</p> <p>TBC</p>	March 2018	Partially Agreed	<p>Research being conducted currently into the efficacy of GP referral programmes in general and the local one specifically. Alternatives to GP Referral also being explored.</p> <p>Universal agreement that the Healthy Walks Programme is extremely beneficial.</p>



	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p><a href="#">Walking for Health Groups</a> is displayed at all Leisure Centres across the borough.</p> <p>(e) The Director for Public Health be asked to work with Fusion to ensure information provided about Haringey's Walking for Health Groups, including online, is updated to include information on the duration, type and level (easy, medium, hard) of each walk.</p>	Andrea Keeble & Fusion	September 2017	d & e - Agreed	
12	That the Council and CCG consider the use of small grants (rather than commissioned contracts) and establish a small grant fund (possibly with collaboration with the wards budgets, overseen by the Bridge Renewal Trust) to support small scale local activity sessions for older people.	Andrea Keeble/CCG/Bridge Renewal	When funding becomes available	Partially Agreed – subject to funding	Source of such funding to be determined.  Meanwhile Active Communities in liaison with Bridge Renewal will assist relevant groups to draw down funds from sources not available to the Council.
13	That, subject to funding being identified, the Council should support (a) the continuation of Silverfit within Lordship Rec and (b) the provision of another session e.g. in the Northumberland Park area. This support should include working with Silverfit to promote sessions across the local community.	Andrea Keeble	Ongoing at Lordship and target 2018 for Northumberland Park	Partially Agreed – subject to funding	A wider discussion is required among partners around the value of Silverfit and similar older people's programmes that utilise a combination of excellent social interaction and fun activities to improve physical activity and reduce social isolation. If the good value is agreed then ensuring that there is reliable source of funding for such programmes is important.
14	That the Council help to facilitate	Jasper South	March 2018	Agreed.	This is being taken forward through the implementation



	<b>Recommendation</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed/Partially Agreed/Not Agreed</b>	<b>Comments</b>
	opportunities for Homes for Haringey to meet with commissioners and providers of activities so that underused spaces in sheltered housing and elsewhere, such as underused lounges and tenants/community rooms in blocks, can be used productively for physical activities for older people.				of recommendations from the Supported Housing Review. Development of the Support and Wellbeing Hub service model for sheltered housing will deliver a step change in the level of social, physical and community activities for older people living in sheltered housing and in the wider community.
15	That the Council and Bridge Renewal Trust continue to work together to ensure information, concerning physical activity for older people obtained via the asset mapping exercise, is available, accessible and can be used by residents, carers, front line staff and care coordinators before the end of 2017.	Colin Bowen	Ongoing	Agreed	Initial mapping of services is complete and the external searchable directory will be available publicly during June 2017. Bridge is working strategically with the lead officer and key staff around the Council's digital offer to ensure that the directory and data are complementary to the Haricare and Family Information Service database; and relevant data sharing protocols are in place. Information shared by the Council on organisations identified as providing support for carers has been integrated into the initial mapping. Street by street mapping is being carried out across Haringey, to pick up new and emerging groups, commencing with Northumberland Park Ward.  Bridge is in dialogue with Alzheimers UK to explore the potential to share data on dementia-friendly services provided by voluntary and community sector (VCS) organisations, to promote self-assessment toolkits for groups and incorporate this data into the mapping database. This will be an agenda item on the next VCS Health and Wellbeing Forum in October 2017.
16	That the Director for Public Health be asked to establish a sub group of the Haringey Active Network – the local	Andrea Keeble / Jeanelle de Gruchy	June 2017	Agreed	Important that an ongoing strategic oversight and focus is maintained in this area, thus there is an important role for this sub group of the Haringey Active Network

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p>Community Sport and Physical Activity Network (CSPAN) – to focus on Physical Activity for Older People. The sub group should:</p> <ul style="list-style-type: none"> <li>- Have its own terms of reference and a membership representing the broad mix of organisations who are taking up the challenge of providing / commissioning physical activity for older adults across the borough.</li> <li>- Share information and resources and create a distinctive learning community of “like-minded people”.</li> <li>- Provide information on volunteer brokerage, including how to access funding, resources, and/or other opportunities.</li> <li>- Give consideration to the format of meetings (e.g. World Cafe methodology) to ensure effective networking across a broad mix of organisations</li> </ul>				<p>Both the Council’s developing ambition/cross cutting theme for an ‘Active and Healthy Haringey’ and the new strategic direction by the government and Sport England ensures that there must be a greater focus on getting the inactive active. There are multiple benefits of this approach.</p> <p>Older people are the largest and most significant inactive group in Haringey.</p>



	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	(c) That (a) and (b) above be used to ensure feedback from staff is reviewed annually to ensure improvements can be made to Haringey's MECC training offer, including the e-learning tool, in view of experience.	Susan Oti	Annual	we want to focus on the right staff and do it well)  Agreed.	individual or a team; MECC face-to-face training is a half-day course available to anyone working in a frontline role in Haringey; A more advanced Motivational Interviewing course is also available.  Many workers across Council staff and the voluntary sector have already been trained being part of Council induction will embed the concept that it is everyone's responsibility to have MECC conversations.  Embedding it in 'my conversation' process for key front line staff working with older people will advance workers skills in motivating change
18	That the " <a href="#">Care...about physical activity</a> " resource pack be used by the Assistant Director of Commissioning to develop Haringey's Care Home Placement Agreement alongside the commissioning of services as part of the residential/nursing home contact, via DPS during 2017/18, to ensure:  (a) Residents have physical activity choices documented in their care plans.  (b) All staff understand the importance of daily physical activity and encourage residents at every opportunity to be more active in a way that meets their	Charlotte Pomery	Further discussions with the sector required	Partially Agreed	The overall thrust of this recommendation is agreed We would note that we need to liaise with the sector to discuss how best to implement effectively this very welcome recommendation.  The AD Commissioning will liaise with the residential and nursing sector to determine how best to take forward the aim of this recommendation which is to promote physical activity in care homes.

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p>needs and choices with a clear purpose.</p> <p>(c) Participation in physical activity is valued and is a commitment for everyone who is part of the care home community such as relatives, staff, friends and others.</p> <p>(d) Management provides leadership and support to promote physical activity.</p> <p>(e) The environment facilitates an active lifestyle to take place by being appropriate for the needs and choices of the residents, staff and those in the care home community.</p> <p>(f) Training is available for staff to raise awareness of the benefits of physical activity and ways to enable residents to be active.</p> <p>(g) Connections can be made with accessible local services and organisations to provide specific advice, guidance and support to promote physical activity.</p> <p>(h) Care homes are aware of what local places and spaces are available to support people to be more active on a daily basis and makes use of the available</p>				

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	opportunities.				
19	That Healthwatch Haringey explore using enter and view powers to identify levels of commitment to promote physical activity among care homes in Haringey. Working with commissioners, a base line assessment should be completed during 2017 with a full inspection planned for 2018 once <a href="#">tools outlined in the "Care...about physical activity" resource pack</a> have been introduced in Haringey.	Mike Wilson	Ongoing	Agreed.	Healthwatch will action the Care Homes Enter and View as requested but we have not developed a programme yet.
20	That progress in relation to promoting physical activity in care homes be monitored via the Adults Quality Assurance board.	Adults Quality Assurance Board Lead Head of Governance and Service improvement Helen Constantine	Quarterly to the ASS QAB	Agreed	A service action improvement plan is presented as a standing item to the Adults Quality Assurance Board (ASS QAB). There are also reports of provider monitoring from the Commissioning QA lead. Annual reviews are carried out for all recipients of Adult Social Care. Promoting physical activity in care homes will be incorporated in the action plan and reports from reviews and Commissioning can be monitored.
21	The Cabinet Member for Finance and Health be asked to write to the Care Quality Commission to recommend that enabling access to appropriate physical activity is recognised as part of the inspection process, within either the question is the service effective or is the service responsive?	Jeanelle de Gruchy	July 2017	Agreed	
22	That the Director of Commissioning for Haringey CCG be asked to	Rachel Lissauer	Ongoing	Agreed	The role of community support groups and commissioned activity for the provision of welcoming

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p>coordinate a meeting between NHS commissioners and the Homes from Hospital Team to ensure the following recommendations are taken forward:</p> <p>(a) That, as part of the Homes from Hospital assessment form, clients are offered opportunities to join a local group (to provide physical and social support.)</p> <p>To consider the role of the Home from Hospital team in escorting clients to this group.</p> <p>(b) That, on completion of the Home from Hospital service, information on the group/activity attended by the client should be provided to the client's GP. If the client is felt to need support in order to continue to access the group / activity the Locality Team will be notified so that they are able to follow up with the client.</p> <p>(c) That the Discharge Coordination Team at acute Trusts and the Reablement Team and the Locality Team should be fully aware of the Home from Hospital service and should have a clear</p>				<p>opportunities for physical activity and social contact is extremely important for the ongoing wellbeing of newly discharged patients.</p> <p>Continued CCG liaison with The Bridge Renewal Trust, Active Communities and Public Health to ensure that the community assets available to support this are well communicated to the various teams.</p> <p>Going forward, the co-production in terms of physical activity development opportunities, integration of opportunities into all care pathways and communication materials will ensure that residents leaving hospital are well aware of all the opportunities available and are assisted, where possible, in accessing them</p>

	Recommendation	Lead & others to be involved	Timescale	Agreed/Partially Agreed/Not Agreed	Comments
	<p>view of the different ways that they can work together to support clients.</p> <p>CHINs should work with an awareness of the local group activities that are available to people within their geography. This may involve close working with the local area coordinator. Over time, CHINs should build up intelligence based on regular feedback so raise awareness of any strengths or problems with activities / groups.</p> <p>(d) The Bridge Renewal Trust should ensure information gleaned from their asset mapping exercise is made available to their Home from Hospital team, so they can refer clients to the most appropriate activity. This information should also be shared with the CHIN team.</p>	Colin Bowen	June 2017	Agreed	<p>The asset mapping includes information on activities that older people may self-refer or be referred to by a practitioner as social prescribing.</p> <p>This searchable database is live and searchable by the Home from Hospital Team.</p> <p>Bridge is currently embedding the use of this database further into this service along with the podiatry service which carries out social prescribing for older people accessing the service, within a safe and trusted environment.</p>
23	<p>That:</p> <p>(a) It be noted the Adults and Health Scrutiny Panel fully support the Council's application to Sport England for funding to help tackle inactivity in older people.</p>	<p>Andrea Keeble</p> <p>Haringey Active Network – Older People sub group</p>	<p>1 – Local Delivery Pilot funding bid. Completed</p>	Agreed – subject to funding	<p>(a &amp; b) Note that the Council was not successful in achieving this funding</p> <p>b – when a source of funding is achieved we will welcome the involvement of Scrutiny Panel in the development of the Project</p> <p>C - Alternative funding streams are being sought to</p>



	<b>Recommendation</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed/Partially Agreed/Not Agreed</b>	<b>Comments</b>
	<p>(b) If the Council is successful in drawing down the Active Ageing funding, the Adults and Health Scrutiny Panel should be involved in the development of the project.</p> <p>(c) Given the importance of reducing older people's inactivity levels, even if the Council is not successful with its Expression of Interest it is recommended that aspects of Haringey's Active Aging Project be progressed, with alternative funding sought for delivery.</p>	<p>b &amp; c – Exploring other funding sources for;</p> <ul style="list-style-type: none"> <li>- Silverfit funding</li> <li>- Progressing the exercise classes for GP patients</li> </ul>	Ongoing		progress the project.

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**Report for:** Cabinet – 20<sup>th</sup> June 2017

**Item number:** 11

**Title:** Provisional Outturn 2016/17

**Report authorised by :** Tracie Evans – Chief Operating Officer

**Lead Officer:** Jo Moore – Deputy Chief Finance Officer

**Ward(s) affected:** ALL

**Report for Key/**

**Non Key Decision:** Key

## **1. Introduction**

- 1.1. This report sets out the Council's provisional budget outturn for the year ended 31 March 2017. It sets out the provisional revenue and capital outturn for the General Fund showing the variances against budget together with the movements on reserves and the provisional capital and Housing Revenue Account (HRA) revenue outturn. It also provides explanations of significant under/overspendings.
- 1.2. The Council's statutory accounts are still in the process of being finalised and there may be further adjustments to the provisional outturn arising from the completion of this work.

### **2016/17 Outturn Position**

- 1.3. The approved General Fund revenue budget for the year was £255.6m and the provisional outturn is estimated at £271.7m, which represents a net overspend of £16.1m (6.3%).
- 1.4. Within this net figure there are a number of key overspends totalling £27.2m: £7.8m on Children, £12.4m on Adults and £7.0m for temporary accommodation. These overspends have been mitigated by a number of underspends: £3m in respect of recognition of housing benefit overpayments; £6.0m on non-service revenue budgets and £1.8m pension auto-enrolment provision that was not required in year.
- 1.5. The net General Fund overspend position is £16.1m, but there are a number of services that have underspends, where the service has submitted requests for unspent budgets to be carried forward. A total of £6.9m has been requested for carry forward as expenditure relating to these budgets will be incurred in 2017/18.
- 1.6. The overall General Fund Revenue outturn variance for the year ending 2016/17, has improved by £5.2m from the Quarter 3 report that went to

Cabinet in February 2017, which advised a projected outturn deficit of £21.3m.

- 1.7. The provisional outturn report gives the opportunity to consider the overall financial performance of the Authority at the end of March 2017. It provides some information on which the Council's Statement of Accounts will be based and will remain provisional until the conclusion of the statutory audit process.
- 1.8. The revised capital programme budget for the 2016/17 was £202.8m and expenditure was £112.5m. The majority of the underspend of £90.3m (45%) relates to slippage in programme delivery and therefore it is proposed that the budget will be rolled forward to future years of the capital programme.
- 1.9. The 2016/17 (HRA) revenue net budget was set at £14.9m surplus. The provisional revenue outturn for the HRA is an underspend of £10.7m giving a total surplus in the year of £24.6m to be transferred to HRA reserves to fund the HRA capital investment programme.

## **2. Cabinet Member Introduction**

- 2.1. The Period 9 monitor to Cabinet on 14<sup>th</sup> February 2017 set out a draft quarter 3 (December 2016) position of a net £21.3m overspend requiring an additional drawn down from General Fund Reserves. The final 2016/17 end of year outturn position in this report shows the Council had an overall deficit (overspend) of £16.1m. This represents a £5.2m improvement on the position previously reported to Cabinet but is still a significant concern.
- 2.2. The key areas of overspend were in relation to Adult and Children's social care and temporary accommodation. However, the financial impacts of the continued increase in demand were projected early in the year and so management actions were able to be implemented to mitigate those pressures without which the overspend is likely to have been significantly higher. These areas will remain a key focus for management actions in the next financial year.
- 2.3. There were also a number of one-off sources of income which have helped strengthen reserves in 16/17 particularly in relation to the transformation reserve. This is important to ensure that the Council has sufficient resources to invest in digital and other solutions to meet the challenging MTFS savings proposals.
- 2.4. This is the second consecutive financial year that the Council has reported a significant revenue outturn deficit to budget. The total drawn from reserves in these two years to mitigate overspend is around £22.8m.
- 2.5. Our financial prudence in previous financial years has meant that we were able to use reserves in 2016/17 to smooth the impact of government cuts and the resulting overspend due to delay in implementing planned efficiencies. However, reliance on reserves is not sustainable in the long run. Therefore, it is critical that strong financial

controls are developed and put in place to ensure that the Council is in a position to spend in line with planned budget in 2017/18.

- 2.6. We must also substantially pick up the pace of transformation in the demand-led areas of Adult Services, Children Services and Temporary Accommodation if we are to avoid significant overspends in 2017/18 as together these services account for nearly 70% of the Council's net expenditure.
- 2.7. I will be working closely with the CFO, Deputy CFO and broader Corporate Leadership Group to ensure that there are plans in place to accelerate the delivery of the Medium Term Financial Strategy.
- 2.8. This final outturn will be reflected in the Council's Statement of Accounts, which will be signed for audit by the Chief Financial Officer before 18<sup>th</sup> June 2017.

### **3. Recommendations**

- 3.1. Cabinet is recommended to:
  - a. Note the provisional revenue and capital outturn for 2016/17 as detailed in the report;
  - b. Approve revenue carry forward requests of £9.4m at Appendix 1;
  - c. Approve capital carry forwards requests totalling £81.6m at Appendix 2;
  - d. Approve the use of reserves as set out in Appendix 3;
  - e. Approve the quarter 4 capital budget virements at Appendix 4;
  - f. Approve the quarter 4 revenue budget virements at Appendix 4; and
  - g. Approve the revised MTFS capital programme profile set out in section 17 of this report.

### **4. Alternative Option considered**

- 4.1. The report of the council's outturn and management of the financial resources is a key part of the role of the Chief Operating Officer (Section 151 Officer) and no other options have therefore been considered.

## 5. Provisional General Fund revenue outturn 16/17

- 5.1. The General Fund revenue expenditure at the end of March 2017 before reserves transfer was £271.7m against budget of £255.6m. This resulted in a deficit (overspend) position of £16.1m. Table 1 below sets out net expenditure against budget at assistant directorate level and also provides the variance to budget and also compares outturn to Q3 forecast.

**Table 1 – General Fund Provisional Outturn 2016/17**

	Revised Budget	Forecast Outturn	Forecast Variance	Forecast Variance	Movement from
	Period 12	Period 12	Period 12	Q3	Q3
	£'000	£'000	£'000	£'000	£'000
<b>Leader and Chief Executive Officer</b>	<b>2,887</b>	<b>2,472</b>	<b>(415)</b>	<b>(189)</b>	<b>(226)</b>
<b>Deputy Chief Executive</b>					
AH Director for Adult Social Services	74,100	86,518	12,418	12,441	(23)
CY Director Of Children Services	46,958	54,785	7,827	5,717	2,110
Public Health, Commissioning & Other	41,355	42,592	1,237	167	1,070
<b>Deputy Chief Executive</b>	<b>162,412</b>	<b>183,895</b>	<b>21,482</b>	<b>18,325</b>	<b>3,157</b>
<b>Chief Operating Officer</b>					
Commercial & Operations	38,010	39,811	1,801	926	875
Other (SSC, Customer Services)	20,112	14,813	(5,299)	(282)	(5,017)
<b>Chief Operating Officer Total</b>	<b>58,122</b>	<b>54,624</b>	<b>(3,498)</b>	<b>644</b>	<b>(4,142)</b>
<b>Regeneration, Planning &amp; Development</b>					
Housing General Fund	14,543	21,562	7,019	7,325	(306)
Regeneration, Planning & Development	11,159	8,627	(2,532)	(435)	(2,097)
<b>Regeneration, Planning &amp; Development total</b>	<b>25,702</b>	<b>30,189</b>	<b>4,488</b>	<b>6,890</b>	<b>(2,402)</b>
<b>Total for service areas</b>	<b>249,123</b>	<b>271,180</b>	<b>22,057</b>	<b>25,670</b>	<b>(3,613)</b>
Non service Revenue	6,504	525	(5,979)	(5,428)	(551)
Contract Procurement savings	-	-	-	1,060	(1,060)
<b>TOTAL</b>	<b>255,627</b>	<b>271,705</b>	<b>16,079</b>	<b>21,302</b>	<b>(5,223)</b>

- 5.2. As previously reported to Cabinet, three areas have accounted for the majority of the overspend; Adults Social Care (£12.4m), Childrens Social Care (£7.8m) and Temporary Accommodation (£7m). The demand led nature of these services made it difficult for cost to be contained within the approved budget. These underlying budget pressures have been addressed in the 2017/18 budget, so these services are expected to spend in line with approved budgets in 2017/18.
- 5.3. The Chief Operating Officer directorate budget had a net surplus of £3.5m due mainly to a one off benefit arising from the recognition of housing benefit overpayment.
- 5.4. Non Service Revenue budget also had underspend arising from not needing to draw on a budget that had been set aside for pensions auto-enrolment (£1.8m), underspends on capital financing (£1.9m) and general contingency budget (£2.5m).

**Housing Revenue Account**

- 5.5. The provisional outturn for the HRA is an underspend position of £10.7m against budgeted surplus of £14.9m. Total surplus at year end is therefore £25.6m taking into account the year end underspend. It should be noted that HRA surpluses are ringfenced and cannot be used for General Fund purposes. Section 14 of the report details the reason for underspend in the HRA.

**Capital Programme**

- 5.6. Capital programme outturn shows that 57% (£112.7m) out of a revised budget of £202.8m had been spent. Unspent capital budgets along with source of financing are carried forward to be spent in future years. The 2017/18 capital programme has been updated to reflect these carry forwards and Cabinet is asked to approve the revised capital programme budget

**6. Revenue Finance Overview**

- 6.1. Table 1 above summarises the provisional revenue outturn position for the General Fund. The table shows the position before transfers to or from reserves and the provisional outturn is compared against reported forecast at Q3.
- 6.2. Services are able to request that a reserve is created, if certain relevant criteria have been met and the request has been approved by the Chief Finance Officer. Cabinet is advised of new reserves request and is asked to agree that they are created as part of this report. Once a reserve has been created, the relevant service manage the use of the reserve and are able to drawdown against the reserve to mitigate future costs that meet the purpose for which the reserve was established.
- 6.3. A summary of the Council's reserves is included at Appendix 3 - it shows where proposed transfers to or from reserves have been made and Cabinet is asked to agree these proposed transfers.
- 6.4. The Council's Medium Term Financial Strategy (MTFS) shows that the Council faces significant financial challenges in the short to medium term. The Chief Finance Officer sees the strategic use of reserves as an important component of supporting the successful setting and delivery of a balanced Medium Term Financial Strategy (MTFS).
- 6.5. A summary of outturn position for each assistant directorate is set out below.

**7. Leader and Chief Executive Officer £0.4m underspend**

- 7.1. The Leader and Chief Executive Office, which includes Corporate Governance and the Policy and Business Management services has an underspend of £0.4m against a budget of £2.9m. The service was able

to mitigate budget pressures arising from the BREXIT referendum and local by-elections by generating better than expected income from legal services.

**8. Chief Operating Officer £3.5m underspend**

- 8.1. The Chief Operating Officer (COO) directorate, which includes Customer Services, Commercial and Operations, Shared Service Centre and Transformation and Resources services, had net underspend of £3.5m against a total budget of £58.1m. A summary of the position for each of the services is set out below.

Commercial and Operations

- 8.2. There was an overspend position within Commercial and Operations of £1.8m. Of the overspend, £1.4m relate to a number of legacy issues which were outside of the Service's control, but prevented achievement of planned efficiencies. The remaining £0.4m is made up of overspends in Traffic Management and Neighbourhood Action teams and a small underspend in Direct Services.
- 8.3. The Traffic Management service was unable to implement two savings initiatives relating to new way of parking enforcement (£0.6m) and the introduction of LED street lighting (£0.4m). Some of the overspend resulting from these were mitigated by an increase in income from CCTV traffic enforcement cameras and controlled parking zone enforcement (£0.7m). However, this was not enough to return the business unit to a balanced budget position.
- 8.4. All other services within Commercial and Operations ended the year in a break even position except for the Neighbourhood Action team which overspent by £0.2m due to the additional costs of temporary staff and Direct Services which underspent by £0.1m.

The overspend of £1.8m within Commercial and Operations has been offset by a £5.3m underspend in other COO areas.

Other – Shared Service Centre

- 8.5. Following the 2015/16 external audit and after the 2016/17 budget had been set, the Council, based on audit recommendation adopted an accounting policy that meant that the Council recognised housing benefit debtors that have arisen as a result of benefit overpayment. This created a one-off benefit in 2016/17 of £3.1m of additional income.

Other – Customer Services

- 8.6. Customer Services overspent by £0.1m. The budget overspend was due to delays in implementing the planned restructure of the service. Whereas the original implementation date was 1 April 2016, the restructure did not fully become operational until December 2016.



Mitigating actions taken in year helped to manage the pressure, but these were not enough to fully compensate for the delay.

Other – Chief Operating Officer

- 8.7. Within the Chief Operating Officer's area, the pension's auto-enrolment budget of £1.8m, a provision which had been made to mitigate anticipated budget pressure arising from a refresh of auto-enrolment at the new staging date for staff that were not enrolled at the original staging date in 2014, was not required. This was as a result of a reduction in the Council's establishment and lower than expected enrolment in the pension fund meant that this provision was not required in year.

**9. Deputy Chief Executive £21.7m overspend**

- 9.1. The Deputy Chief Executive (DCE) directorate accounts for approximately two thirds of the Councils net budget. Within the directorate are some of the major frontline services provided by the Council, but it also means that these services face the greatest demand pressures. Therefore, the majority of the reported overspend has occurred as a result of demand outstripping budgeted resources in the year.

Adult Social Services

- 9.2. The cost of care packages in Adults Services faced the most pressure throughout the year, but the expectation of overspend had been reported as early as period 2 of the financial year. At that point, cost of care packages was forecast to overspend by £17.3m. However, through management action the outturn position is 33% (£5.8m) lower than the original forecast overspend. The outturn position for cost of care packages is £11.5m overspend against a budget of £57.8m.
- 9.3. Other services within Adult Social Care that had noteworthy overspends are Osbourne Grove (£0.5m) due to a delay in the implementation of planned efficiencies; and Learning Disabilities (£0.8m) also because of a delay in implementing planned efficiency initiatives relating to the reconfiguration of the Day opportunities for learning disabilities clients. However, some of the overspend arising from the Learning Disability overspend was partially mitigated by staff salaries underspend in the Assessment and Social Work teams.
- 9.4. Total overspend for Adult Social Services at the end of the year was £12.4m against a budget of £74.1m.

Children and Young People

- 9.5. The Looked After Children (LAC) service has reported an overspend position throughout the year. The service was unable to find any

mitigating actions to reduce the projected overspend, therefore ended the year with an overall overspend of £5.1m. Further breakdown of overspend in LAC include: £2.8m overspend in increased payments to providers and carers within Social Care Placements; £1.8m overspend in Social Care Workforce overspend due to delay in implementing planned service restructure; and £0.2m overspend on non-staffing budget within the “No Recourse to Public Funding (NRPF)”, due to a significant increase in the number of families being supported.

- 9.6. There are other overspends within Children and Young People totalling £2.5m including £800k relating to Home to Schools Transport service, which was due to higher than expected numbers of children requiring the service and consequently more buses and taxis needed to support the demand. Disabled Carers Respite overspent by £400k mainly as a result of the complexity of the needs of the cohort of children being more severe than initially anticipated.
- 9.7. Special Education Needs and Disability (SEND) Top Ups budget overspent by £1.3m largely due to the higher than expected pupil numbers requiring additional level of support. Budget overspend in CYP was partially offset by underspend in Early Help and Targeted Response team (£0.4m) due to better than expected ‘payment by results’ income.
- 9.8. Total overspend in Children and Young People at the end of the year was £7.8m against a budget of £47.0m.

**10. Regeneration, Planning & Development £4.6m overspend**

Housing General Fund

- 10.1. Housing services which includes Community and Commissioned services overspent their budgets by a net amount of £7.0m against a budget of £14.5m.
- 10.2. Cost pressure arising from having to provide temporary accommodation for households in the borough is the reason for overspends in this area. As a result of management action, including the embedding of a Chief Immigration Officer, which has had an effect on the time taken to resolve cases, and also other mitigating actions led to the number of households requiring temporary accommodation in the Borough to stabilise.
- 10.3. The budget overspend in 2016/17 is £7.7m, but the underlying budget pressure in the temporary accommodation budget has been addressed for 2017/18, so the expectation is that budget performance will be in line with approved budget in future.
- 10.4. The underspend position of £0.7m in Housing Commissioned services partly offset overspend in Community Housing. The underspend

position in this service is due to less reliance on agency staff as permanent staff have been employed following a service restructure.

Other Regeneration, Planning and Development

- 10.5. The remainder of services within Regeneration, Planning and Development reported net underspend of £2.5m due mainly to slippage in projects relating to Crossrail and Wood Green Area action plan and the European Social Fund projects in the borough. These funds will be transferred to reserves to be spent in future years by the service to deliver these projects. Therefore, cannot be used to reduce overspend in 2016/17.

**11. Non Service Revenue £6.0m underspend**

- 11.1. The underspend in Non Service Revenue (NSR) budget is as a result of the Council not requiring to use its contingency budget (£2.5m) and treasury management strategy that has facilitated underspend in debt financing (£3.5m) expenditure for the year.

**Contract Procurement £1.1m overspend**

12. Savings that are cross cutting are usually held in NSR and allocated to service budgets once delivered. Within the Medium-Term Financial Strategy there was an expected c£1.9m of savings in contract costs over 2015/16 and 2016/17. Whilst the service has enabled c£2.98m savings during this period only £0.84m has been enabled as budget savings, but remaining amount has helped to reduce overspends in key service areas. Therefore since period 6 the forecast has shown an under-achievement position at year-end of £1.1m. Nevertheless, it is expected that the savings will increase in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt.

**13. Council Tax £6.1m underspend**

- 13.1. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection council tax. The council tax scheme is designed to be self balancing. Therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. In this way, most of the benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

- 13.2. Monies received into the Collection Fund are distributed between the Council (81.4%) and its preceptor, the GLA, (18.6%) based on their respective shares. In year collection of Council tax stand at 96.15% which compares favourably with the Council's comparator group and shows a slight improvement on 2015/16 performance. This performance along with other factors such as reduction in single

persons discount resulted in a surplus of £6.6m available for distribution in 2017/18.

**14. Business Rates £0.4m  
overspend**

- 14.1. In 2016/17, the business rates collection performance was 98.4% - a slight improvement from last year's performance. The Council retained 30% of business rates collected in 2016/17, 50% was transferred to central government and 20% to the GLA.
- 14.2. The business rates collection underperformed expectation in 2016/17 resulting in £0.4m which will be recognised in 2017/18 financial year.

**15. HRA revenue outturn 16/17 £10.7m underspend**

- 15.1. The provisional HRA revenue outturn is a budget underspend of £10.7m achieved by overachieving on income (£1m) and underspending on expenditure by £9.7m. The HRA outturn summary is set out in Table 2.
- 15.2. The main cause of underspends in the HRA relate to better than expected outcomes on a number of charges to the Account. The treasury management strategy that benefitted the General Fund had a similar impact on the HRAs debt financing charges in the year resulting in underspend of £3.6m. Depreciation charges in the year were also below budget producing underspend of £3.0m.
- 15.3. Housing Management budget had underspend of £0.8m due to lower than expected water rates and council tax charges. Other Property Cost budget underspent by £1m due to savings on the Leaseholder Insurance charge to the Account. Similarly, General Fund recharges were below expectation due to a delay in the Estate Regeneration Programme, underspending by £1.7m.
- 15.4. However, the favourable budget variances in these areas are offset by pressures arising from the managed budgets including in respect of garage income and the Homes for Haringey management fee (£0.6m).
- 15.5. On the income side, the HRA overachieved income on Dwelling Rental (£0.5m), Hostel Rental (£0.5m) and Leaseholder Service Charges (£0.7m) income budgets. The resulting underspend was slightly offset by underachievement of income in Tenant Services (£0.4m), Non Dwelling Rents (£0.1m) and Miscellaneous income (£0.2m) budgets given net overall underspend against the income budget of £1m. The under recovery of income in these areas were largely due to a shortfall in garage rents against budget and income in respect of tenants' service charges.

Table 2 HRA Summary Revenue Outturn

HRA Budget 2016/17 I&E Account	2016/17 Original Budget	2016/17 Revised Budget	2016/17 Draft Outturn	YTD Variance
	£000's	£000's	£000's	£000's
<b>Income</b>				
Dwelling Rental Income	(82,850)	(82,850)	<b>(83,359)</b>	(509)
Non Dwelling Rents	(3,129)	(2,996)	<b>(2,886)</b>	110
Hostel Rental Income	(2,364)	(1,847)	<b>(2,341)</b>	(494)
Leasehold Service Charge Income	(7,101)	(7,101)	<b>(7,819)</b>	(718)
Tenant Service Charge Income	(11,376)	(11,276)	<b>(10,893)</b>	383
Miscellaneous Income	(7,155)	(7,155)	<b>(6,936)</b>	218
Supported Housing - SP Grant	(1,343)	0	<b>0</b>	0
<b>Total Income</b>	<b>(115,319)</b>	<b>(113,225)</b>	<b>(114,234)</b>	<b>(1,009)</b>
<b>Expenditure</b>				
Non-HfH Estates Costs	7,447	7,454	<b>7,464</b>	10
Housing Management Costs & NNDR	6,399	6,373	<b>5,584</b>	(789)
Repairs & Maintenance	4,540	4,540	<b>4,540</b>	(0)
Bad Debt Provision	1,022	1,022	<b>1,004</b>	(18)
Hostel Expenditure	579	579	<b>348</b>	(231)
Supported Housing	1,741	0	<b>0</b>	0
Community Alarm	1,626	1,433	<b>1,521</b>	87
Regeneration Team Recharge	805	805	<b>871</b>	66
Other Property Costs	1,233	2,486	<b>1,456</b>	(1,030)
General Fund Recharges	7,037	6,605	<b>4,909</b>	(1,696)
Capital Financing Costs	10,900	13,216	<b>9,558</b>	(3,658)
Depreciation Charge	18,000	18,000	<b>14,972</b>	(3,028)
Management Fee	35,609	35,855	<b>36,453</b>	599
<b>Total Expenditure</b>	<b>96,937</b>	<b>98,366</b>	<b>88,680</b>	<b>(9,686)</b>
<b>(Surplus) for the year on HRA services</b>	<b>(18,382)</b>	<b>(14,859)</b>	<b>(25,554)</b>	<b>(10,695)</b>

**16. Dedicated Schools Grant £0.45m overspend**

- 16.1. Table 3 below sets out the final position on the Dedicated Schools Grant for 2016/17. This show a deficit of £0.45m resulting from overspend of £1.3m in High Needs block which is offset by underspends in Schools (£0.48m) and Early Years (£0.37m) services.

**Table 3 - Dedicated School Grant outturn summary**

<b>2016/17 DSG</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Schools Block	143,637	143,158	(479)
Early Years Block	15,450	15,083	(367)
High Needs Block	30,300	31,597	1,297
<b>Total DSG</b>	<b>189,387</b>	<b>189,838</b>	<b>451</b>

**17. Capital Programme Outturn**

- 17.1. At its meeting in June 2016 Cabinet agreed a 10 year capital strategy and programme with 2016/17 being year 1. The approved General Fund capital programme for 2016/17 was set at £115.2m and the Housing Revenue Account capital programme at £83.8m.
- 17.2. Table 4 set out the outturn position against the revised budget following proposed quarter 4 virements.

**TABLE 4 – CAPITAL OUTTURN SUMMARY**

	<b>Revised Budget</b>	<b>Provisional Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Priority 1	15,132	7,838	-7,294
Priority 2	2,584	1,559	-1,025
Priority 3	19,825	13,554	-6,271
Priority 4	59,690	26,961	-32,729
Priority 5	5,875	909	-4,966
Priority X	15,272	4,499	-10,773
<b>Contingency</b>	<b>666</b>	<b>0</b>	<b>-666</b>
<b>General Fund Total</b>	<b>119,044</b>	<b>55,320</b>	<b>-63,724</b>

Housing Revenue Account	83,775	57,209	-26,566
<b>Total</b>	<b>202,819</b>	<b>112,529</b>	<b>-90,290</b>

- 17.3. The General Fund budget has been revised upward by £3.8m to account for additional grant funding from TfL (£3.0m) for the Wightman Road Bridge and additional GLA resources being allocated for the NDP schemes (£0.8m).
- 17.4. Detailed, individual project carry forward request are set out in Appendix 2. A summary of the outturn position is set out at priority level below.

#### Priority 1

- 17.5. The primary and secondary school modernisation and enhancement programme (£8.1m) has been delayed due to ongoing condition assessment of the assets and the establishment of a programme of work for the next five years following those assessments. This gives rise to underspend of £7.3m out of a total capital budget of £15.1m for Priority 1.

#### Priority 2

The disabled facilities grant capital budget underspent by £1m, which accounts for most of the underspend in this area. The inability to gain access to residents' homes to enable installations to be carried out is the principal reason for the delay in the programme. Overall, this area underspent by £1.03m against a capital budget of £2.58m.

#### Priority 3

- 17.6. There has been some delay in the implementation of the planned capital expenditure in this area. Amongst delayed programme is the relocation of the CCTV control room (£2.1m) from its current location to the new Marsh Lane Depot. The commissioning of additional condition survey on Council's assets has caused delay with the wider programme in this area resulting in underspend of £2.4m. Also, the budget for developer contributions has underspent by £0.8m.
- 17.7. Capital expenditure in the year attributable to Priority 3 was £13.6m (70%) out of a budget of £19.3m leaving underspend of £5.7m.

#### Priority 4

- 17.8. The Priority 4 capital budget is complex and contains work streams that are by their nature difficult to predict in terms of the incidence of the expenditures (e.g. property acquisitions).
- 17.9. The High Road West acquisition (HRW) budget underspent this year by £1.54m – a request has been made to carry forward this underspend in order to be able to deliver acquisitions in future years. Unlike the HRW

acquisition budget, the Tottenham and Wood Green regeneration scheme overspent its acquisitions budget by £1m due to more opportunities being available than was originally programmed. This scheme's budget will be re-profiled to reduce expenditure in 2017/18.

- 17.10. The delay of the Marsh Lane project has resulted in £8.1m underspend against planned expenditure in the year. Again, due to delays to the Alexandra Palace East Wing restoration project, the Council's match funded contribution to this project was not wholly drawn down creating underspend of £2m.
- 17.11. The Wards Corner compulsory purchase order is now expected early in 2017/18 creating underspend of £9.2m. The Alexandra Palace maintenance budget underspent by £1.3m and will be taken to the approved capital programme contingency.
- 17.12. The Opportunity Investment Fund has underspent by £2.4m and the carry forward of this grant is the subject of discussion with the GLA. If the GLA agree that the grant is carried forward, the Council will be expected to provide match funding contribution of £0.5m.
- 17.13. Capital expenditure in the year attributable to Priority 4 was £28.8m (49%) out of a budget of £58.4m leaving underspend of £29.6m.

#### Priority 5

- 17.14. There were two major capital schemes within Priority 5 relating to the modular build programme and property acquisitions schemes. Whilst a significant amount of work was carried out during the year by Homes for Haringey and the Housing service on options for delivery, both schemes are now on hold pending the consideration of legal advice as to the best way to commission delivery. Therefore only £0.9m (15%) of a total capital budget of £5.9m was spent leaving underspend of £5m to be carried forward into future years.

#### Priority X

- 17.15. The three major schemes within this priority relate to the ICT Business Improvement Programme (£4.7m budget), Corporate ICT development programme (£2.3m budget) and the Face2Face programme to support customer service library improvements (£3.5m budget). These schemes are linked to MTFS savings proposals, the future ways of working programme and the new Shared Service arrangement for ICT. The shared services budget underspent by £4.6m. The corporate IT board and the evergreening budgets underspent by £3.6m. Phase one of the F2F scheme has been largely completed and plans are being put into place to invest the balance of funding. Further plans are being scoped for the other projects through the Future Ways of Working and the Shared Digital Board.
- 17.16. Overall, capital expenditure for Priority X in the year amounted to £4.5m (29%) of planned budget of £15.7m resulting in underspend of £11.2m.



### Housing Revenue Account

- 17.17. The HRA capital expenditure at year end stands at £57.2m (68%) out of planned budget of £83.8m resulting in underspend of £26.6m.
- 17.18. Some of the schemes contributing to the underspend include the leaseholder buyback programme, the underspend on this scheme mostly caused by the front loading of the budget (£9.6m). Other contributors were stock acquisition budget (£7m) underspending by £6.7m and the new build budget has underspend of £2m.
- 17.19. Attached at Appendix 2 is a list of proposed carry forward budgets. Haringey has a large and complex capital programme and is in the early stages of its current 10-year programme. It is anticipated that the pace of delivery of the 10-year programme will increase in 2017/18.

## **18. Revised Capital Programme**

- 18.1. The revised capital programme for 2017/18-2021/22, taking into account the budgets carried forward and the latest re-profiled estimates for the Haringey Development Vehicle related projects, is set out below.

**Table 5 – Revised Capital Programme (2017/18 – 2021/22)**

	Original 2017/18 Budget	Carry Fwd and HDV	Revised 2017/18 Budget	Revised 2018/19 Budget	Revised 2019/20 Budget	Revised 2020/21 Budget	Revised 2021/22 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Priority 1	6,050	7,300	13,350	6,620	6,620	26,020	18,000
Priority 2	1,868	1,025	2,893	1,818	1,818	1,818	1,818
Priority 3	13,470	5,925	19,395	13,090	10,710	10,250	10,370
Priority 4	38,960	26,225	66,185	26,307	44,030	29,125	36,075
Priority 5	11,465	4,966	16,431	11,665	12,885	3,525	525
Priority X	5,274	11,413	16,687	6,450	6,950	9,350	10,950
<b>General Fund Total</b>	<b>78,087</b>	<b>56,854</b>	<b>134,941</b>	<b>65,950</b>	<b>83,013</b>	<b>80,088</b>	<b>77,738</b>
Housing Revenue Account	43,991	24,910	68,901				
<b>Total</b>	<b>122,078</b>	<b>81,764</b>	<b>203,842</b>	<b>65,950</b>	<b>83,013</b>	<b>80,088</b>	<b>77,738</b>

## **19. Reserves**

- 19.1. Revenue reserves are amounts set aside by the Council to fund future growth and investment needs and to counter financial risk. These include general reserves/balances that must be maintained by the Councils. It should be noted that reserves can only be used for the purposes for which they were created unless Cabinet approval is obtained to change its use. The reserves movements in 2016/17 are set out in Appendix 3.
- 19.2. The original 2016/17 budget required the use of £1.9m of General Fund reserves to set a balance budget.
- 19.3. In February 2017, a revised Treasury Management Strategy was approved by Full Council which included a revision to the Council's

Minimum Revenue Provision policy. This resulted in £7.9m revenue saving which was planned to be used to rebalance the Transformation Reserve in order to provide additional funding for the savings and future ways of working transformation agenda.

- 19.4. The MTFFS report that went to Cabinet in February 2017 indicated a need to transfer £25m to GF reserve in order to maintain a general balance of £15m based on an estimated overspend of £21m.
- 19.5. As a result of the reduced overspend position and clarification of other reserve movements, it is now proposed to move a sum of £13m to General Fund balances after taking account of planned contributions from MRP savings (£7.9m) and additional 15/16 Council Tax surplus (£3.1m).
- 19.6. This will leave a General Fund working balance of £15.0m and Earmarked Reserves of £48.6m. It should be noted that £8.8m has been approved to be used to enable a balanced budget for 2017/18 to be set which will, if required, reduce reserves further.

## **20. Conclusion**

- 20.1. Overall at the end of the 2016/17 financial year, the General Fund shows a £16.1m overspend position which will be met from the General Fund reserve as previously reported to Cabinet.
- 20.2. The majority of overspend in 2016/17 have arisen due to underachievement of planned efficiency savings and demand pressures in adult social care, children social care and temporary accommodation which were forecast earlier in the financial year and enabled mitigating actions to be taken to prevent the overspend increasing further.
- 20.3. There were also a number of one-off sources of income which have helped strengthen reserves particularly in relation to transformation resources which are going to be critical in delivering the significant transformation agenda required to deliver future years' savings.

## **21. Contribution to strategic outcomes**

- 21.1. Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

## **22. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### Chief Finance Officers Comments

- 22.1. There are no further Chief Finance Officer (CFO) comments or finance implications arising from this report. All related finance issues have

been highlighted within the body of the report as this is a report of the CFO.

Assistant Director of Corporate Governance

- 22.2. The Assistant Director of Corporate Governance has been consulted on this report and confirms that all statutory and constitutional requirements have been addressed. There are no legal implications arising out of this report.

Equalities

- 22.3. There are no equalities issues arising from this report.

**23. Use of Appendices**

Appendix 1 – Revenue Carry Forwards

Appendix 2 – Capital Carry Forwards

Appendix 3 – Reserve Movements

Appendix 4 – Budget Virement List

**24. Local Government (Access to Information) Act 1985**

- 24.1. The following background papers were used in the preparation of this report:

- Budget management papers
- Medium Term Financial Planning Reports

- 24.2. For access to the background papers or any further information please contact Jo Moore – Deputy Chief Finance Officer.

<b>YEAR END TRANSFERS TO RESERVES</b>	<b>£000s</b>	<b>YEAR END TRANSFERS FROM RESERVES</b>	<b>£000s</b>
<b>LEADER AND CHIEF EXECUTIVE</b>		<b>LEADER AND CHIEF EXECUTIVE</b>	
Grant - Independent Electoral Registration	20	Insurance	142
<b>CHIEF OPERATING OFFICER</b>		<b>CHIEF OPERATING OFFICER</b>	
Leisure borrowing	1,300	IT Infrastructure Reserve	158
Leisure contract	53	Debt Repayment Reserve	1,300
Customer Services Transformation Project	94		
PFI Grant	1,059		
HR Transformation Funding	425		
Grant - MBRI supporting universal credit	54		
Grant - Implementation of Benefits cap	147		
<b>DEPUTY CHIEF OPERATING OFFICER</b>		<b>DEPUTY CHIEF OPERATING OFFICER</b>	
Children & Young People Transformation	114	DSG	451
Mental Health Commissioning	41	DSG Reserve for school cash set off	1,185
Childrens Centres Early Years	160		
Early Years	387		
Virtual school Trust Education Agency	43		
Schools & Learning - Governor Services	25		
Funding for excluded pupils	85		
Grant - Pupil Premium	22		
High Needs Grant	111		
Public Health	238		
<b>DIRECTOR REGENERATION AND PLANNING</b>		<b>DIRECTOR REGENERATION AND PLANNING</b>	
Labour Market Resilience	688	Tottenham including HRW	95
Regeneration restructure	61	Carbon Solar	8
Carbon Solar PV	140		
CIL admin income	100		
Tottenham including HRW	230		
Opportunity Investment Fund	2		
Enterprise Row Insurance proceeds	220		
Fountayne Business Centre	35		
HDV Transformation funding	219		
Wood Green Transformation Funding	375		
Housing older people service	300		
Grant - Homelessness	112		
Grant - Transport Challenge	76		
<b>Total</b>	<b>6,936</b>		<b>3,339</b>
<b>HRA EMR requests</b>			
Housing Strategy	1,462		
HRA smoothing reserve	331		
Homes for Haringey	629		
sub total	<b>2,422</b>		

**CAPITAL CARRY FORWARDS**

<b>Scheme Number</b>	<b>Description</b>	<b>C/Fwd 2017/18 £000's</b>
<b>PRIORITY 1</b>		
101	Repairs and Maintenance at Primary Schools expenditure less than anticipated across a range of small scheme	379
102	Primary Schools Modernisation and Enhancement expenditure has been less than budgeted due to scheme delays. However, a significant amount of the budget has now been committed.	3,726
103	Primary Schools New Places. The minor carry forward is to meet contractual commitments.	268
104	Early Years overspend due to a range of minor scheme overspends	-31
109	This budget contains the YOS and YAS relocation as well as the PDC relocation. The expenditure is required to complete these schemes	619
114	Secondary Schools R&M. The majority of the requested carry forward is to meet contractual commitments with the largest being Highgate Roofing Works at £583k.	1,379
199	This budget contains the programme contingency for the P1 capital programme (£849k) and a budget for adapting foster carers homes for children with disabilities	960
<b>P1 – Total</b>		<b>7,300</b>
<b>PRIORITY 2</b>		
201	Disabled Facilities Grant. It is proposed to carry forward this grant to utilise on suitable projects as and when they arise	828
206&207	The carry forward is requested to meet contractual obligations on the Ermine Road scheme and other minor expenditures	197
<b>P2 – Total</b>		<b>1,025</b>
<b>PRIORITY 3</b>		
301	Street Lighting. This budget slightly overspent and the overspend is being carried forward to 2017/18	-44
302	Borough Roads. Due to delays to schemes it is proposed to carry forward these resources to ensure their completion.	314
303	Highways Structures. Due to delays to schemes it is proposed to carry forward these resources to ensure their completion	178
305	Borough Parking Plan. This budget slightly overspent and the overspend is being carried forward to 2017/18	-23
307	CCTV Relocation. Due to delays on the Marsh Road Depot scheme this project did not incur any expenditure. The resources are still required	2,100
309	No carry forward required	0
310	Developer contributions. These resources need to be carried forward to ensure that the expenditure can occur	816
311, 313 & 314	These schemes are all related to the Parks Service. There are firm plans in place to utilise these resources in 2017/18	238
316	Asset Management of Council Buildings. There have been significant difficulties with the performance of the main contractor resulting in the underspend. It is requested that this resource is carried forward to 2019/20.	0
<b>P3 – Total</b>		<b>3,579</b>

Scheme Number	Description	C/Fwd 2017/18 £000's
<b>PRIORITY 4</b>		
401	Tottenham Hale Green Space. The ongoing regeneration of the area will require continued budget support through this carry forward	504
402	Tottenham Hale Streets. The ongoing regeneration of the area will require continued budget support through this carry forward	282
403	Tottenham Regeneration. The ongoing regeneration of the area will require continued budget support through this carry forward	197
406	Discussion are ongoing with the GLA over the level of grant that they will make available in 2017/18 but a carry forward of LBH resources is required.	500
407	Growth on the High Road. The underspend has been due to delays in delivering a range of projects.	135
411	Tottenham high Road & Bruce Grove Station. Projects within the scheme have been delayed with the most significant being the Bruce Grove Station Forecourt. The carry forward is required to complete the scheme	663
415	North Tottenham Heritage Initiative. The scheme has been delayed and the carry forward required to meet commitments.	253
421	HRW Business Acquisition. Discussions with a number of business are ongoing and the carry forward is required to ensure completion of the scheme. The expenditure will ultimately be reimbursed to the Council via the appointed development partner.	1,543
429	Strategic Acquisitions. The Council acquired five properties and over achieved the budget. This carry forward will be deducted from the 2017/18 budget.	-983
430	Wards Corner CPO. There was no expenditure this year but the project is still ongoing and the budget will be needed.	9,200
434 & 435	Wood Green Regeneration. Delays to projects mean that a carry forward of resources is required to continue with the scheme.	437
438	Vacant possession of the Civic Centre. This has been delayed but the project will shortly be out to tender and the carry forward is required to fund the project.	92

Scheme Number	Description	C/Fwd 2017/18 £000's
439	Ways of working. This is an ongoing project that has a number of commitments and the carry forward is required to complete the scheme	387
444	Marsh Lane Depot. After a steep increase in cost a review is being undertaken. The carry forward will be required to complete the scheme	8,124
445	Hornsey Town Hall	543
446	Alexandra Park Heritage. The procurement by the trust of the main contractor was delayed whilst value engineering was undertaken resulting timing difference for the Council's contribution	2,000
447	Alexandra Pallace Maintenance. The budget loaded was incorrect. The carry forward is proposed for the overall approved capital programme contingency	1,338
450	Winkfield Road. The development of options has taken longer than expected. The carry forward is required in order to deliver vacant possession to allow for disposal for affordable housing.	225
452	Low Carbon Zones	260
462	Western Road Recycling. Unbudgeted expenditure carried forward to be met from P4 overall resources	-23
464	Bruce Castle. Works delayed and carry forward needed to complete the project.	174
465	DEN. Minor overspends tht will need to be carried forward to 2017/18 budget	-4
499	Other. A range of minor over and under spends from old schemes. It is proposed that the carry forward is to the overall approved capital programme contingency.	378
<b>P4 – Total</b>		<b>26,225</b>
<b>PRIORITY 5</b>		
505, 506 & 599	Acquisition of temporary accommodation	4,966
<b>P5 - Total</b>		<b>4.966</b>
<b>PRIORITY 6</b>		
601-604	Business Improvement Programme/Corporate IT Board/Evergreening/Shared Services. This budget contains provision for the SSC tri-borough project that has been delayed. The carry forward is required to enable the project to complete.	8,227
605	Customer Services	1,120
606 & 621	F2F and Library ICT. There are firm plans for these areas and the resources are required in order to complete the projects	810
699	Approved Capital Programme contingency	1,056
<b>P6 – Total</b>		<b>11,213</b>
<b>Total GF</b>		<b>54,308</b>

<b>Scheme Number</b>	<b>Description</b>	<b>C/Fwd 2017/18 £000's</b>
<b>HRA</b>		
590	Homes for Haringey is requesting permission to carry forward £6.2m from the 2016/17 Capital Programme to fund the Decent Homes contractual commitment from the 2016/17 programme. This will enable the 2017 Major Works budget to fund the new projects starting this year which will enable more homes to be made decent in 2017/18.	6,223
591	The funding is required to acquire leaseholder properties on the Love Lane estate, with 79 leaseholders interested. The Council has an obligation to acquire these properties, as agreed by Cabinet in 2014.	6,967
592	The funding is required to acquire leaseholder properties on the Love Lane estate, with 79 leaseholders interested. The Council has an obligation to acquire these properties. This includes homeless disturbance payments.	2,121
593	New supply to meet housing needs, and use RTB receipts to avoid repayment with high interest charge.	6,420
594	The programme is a year behind and commitments to Borrás Construction is £3,300,000, which will be covered by the carry forward amount.	3,179
<b>Total HRA</b>		<b>24,910</b>
<b>Grand Total (2017/18)</b>		<b>79,218</b>
<b>2019/20 C/Fwd</b>		<b>£'000</b>
316	Asset Management of Council Buildings. There have been significant difficulties with the performance of the main contractor resulting in a significant underspend. It is requested that this resource is carried forward 2019/20	2,346
<b>Total (2018/19)</b>		<b>81,564</b>



**TRANSFERS TO/FROM RESERVES**

	Balance 01/04/16	2016/17 movements				Balance 31/03/17
		To reserve	From reserve	Realign	16/17 Outturn	
Service Reserves	(5,552)	(5,064)	2,303	-	-	(8,313)
Insurance Reserve	(10,004)	(778)	919	5,000	-	(4,863)
PFI Lifecycle Reserve	(9,772)	(1,059)	1,815	-	-	(9,016)
IT infrastructure Reserve	(996)	-	158	-	-	(838)
Accommodation Strategy	(442)	-	-	-	-	(442)
Transformation	(7,766)	(7,900)	5,327	-	-	(10,339)
Financing Reserve	(5,810)	(3,070)	-	8,000	-	(880)
Debt Repayment Reserve	(5,259)	(1,394)	1,550	-	-	(5,103)
Community infrastructure reserve	(3,000)	-	-	-	-	(3,000)
Urban renewal reserve	(1,403)	-	1,119	-	-	(284)
Unspent Grants Reserve	(3,795)	(543)	825	-	-	(3,513)
Labour Market Growth Resilience Reserve	(1,789)	(688)	898	-	-	(1,579)
Risk Reserve	(400)	-	-	-	-	(400)
<b>Total Earmarked Reserves</b>	<b>(55,988)</b>	<b>(20,496)</b>	<b>14,914</b>	<b>13,000</b>	<b>-</b>	<b>(48,570)</b>
<b>General Fund Balance</b>	<b>(20,004)</b>	<b>-</b>	<b>1,919</b>	<b>(13,000)</b>	<b>16,079</b>	<b>(15,006)</b>

**2016/17 QUARTER 4 VIREMENT LIST**

<b>Description</b>	<b>Amount</b>
<b>REVENUE VIREMENTS</b>	<b>£</b>
BUSINESS OWNER VALUATION & LEGAL FEES	250,000
FINAL CARE ACT FUNDING ALLOC 2015& 2016	340,000
CARE ACT FUNDING 2016/17	556,300
STAFFING BUDGET RE-ALIGNMENT	282,800
MARSH LANE SALT STORE J 750K	750,000
2016/17 REVISED DEPRECIATION BUDGET	23,304,840
2016/17 DEPRECIATION BUDGET	21,118,285
1.8M AUTO ENROLMENT ONE OFF	1,800,000
ALLOCATION OF BIP CAPITAL PROGRAMME FUNDING	1,379,900
PRIORITY 2 TRANSFORMATION PROGRAMME	1,000,000
HFH-GF TRANSFORMATION RESERVE BID 16/17	533,074
MRP / RESERVE CORRECTION	1,927,600
MRP / RESERVE CORRECTION REVERSAL	1,700,000
REVERSAL HFH GF TRANSF RES BID 2016/17	533,074
MRP / RESERVE TRANSFER	7,946,000
COLLECTION FUND 15/16 SURPLUS TRANSFERRED TO RESERVES	3,070,000
ADDITIONAL GRANT RECEIVED IN YEAR TO NON SERVICE REVENUE	556,300
<b>CAPITAL VIREMENTS</b>	
FEASIBILITY STUDY FOR A DECENTRALISED ENERGY NETWORK IN TOTTENHAM HALE	150,000
FEASIBILITY STUDY FOR A DECENTRALISED ENERGY NETWORK IN WOOD GREEN	150,000
FEASIBILITY STUDY FOR WALLTHOF	20,000
BUDGET CORRECTION FOR ALEXANDRA PALACE MAINTENANCE BUDGET	70,000
BUDGET FOR HORNSEY TOWN HALL	580,000

**Report for:** Cabinet 20 June 2017

**Item number:** 12

**Title:** Proposed Relocation of Highgate Library Services and disposal of the existing Library site

**Report**

**authorised by :** Lyn Garner, Strategic Director Regeneration, Planning & Development  
Tracie Evans, Chief Operating Officer

**Lead Officer:** Laura Bridges, Head of Strategic Property

**Ward(s) affected:** Highgate

**Report for Key/**

**Non Key Decision: Key**

**1. Describe the issue under consideration**

- 1.1 The council is committed to establishing a modern day library service that is fit for purpose and is therefore investing in the network of nine libraries. Over recent years, the council has successfully invested £5m in transforming Marcus Garvey and Wood Green Libraries, integrating these key sites with Customer Service Centres. Over the next two years the council will make further investment into Hornsey Library and improve IT services across the network of branch Libraries.
- 1.2 Opportunities for improved libraries are continually being sought and Wood Green Library will be redeveloped as a part of the council's new office project and at the same time the High Road West scheme will see Coombs Croft Library redeveloped.
- 1.3 The council currently operates a library service at 1 Shepherd's Hill in Highgate; a building which is owned freehold by the council
- 1.4 The council has been approached by Jacksons Lane Arts Centre (JLAC) with a potential opportunity to relocate the Highgate Library service to within their centre (shown edged red in the plan at Appendix A) as a part of a wider plan to modernise and improve their arts and cultural facilities and enhance their position as a local cultural hub. This building is also owned freehold by the council.
- 1.5 It is important for the council to explore and consider all opportunities that are presented, especially as many of the community branch libraries are in aging and in some cases inaccessible buildings. Highgate, despite being in an attractive building, is no exception.
- 1.6 JLAC has submitted a bid to the Arts Council to secure capital funding to undertake condition and improvement works to their existing centre, the successful determination of which depends on match funding from the council as a minimum requirement. The Centre would now like to add the relocation of the Highgate Library

service to their bid in order to enhance both the library and cultural offer in the area and to secure capital funding to deliver these enhancements.

- 1.7 The council is committed to retaining a core library service in the Highgate area and welcomes opportunities for library services to be improved.
- 1.8 An agreement is being sought from Members to approve this relocation in principle and agree to the disposal of the freehold of the existing Highgate Library site following the successful relocation, being the Highgate Library Service Relocation Project (“the Scheme”).

## **2. Cabinet Member introduction**

### **Cabinet Member for Adult Social Care & Culture**

- 2.1 Haringey is one of the few boroughs in the country that has continued to protect and improve our libraries. We are committed to improving our Library services and cultural offer across the Borough and we therefore welcome proposals such as this one to enhance our cultural offer.
- 2.2 Jacksons Lane Arts Centre is popular with local people and has a vast cultural offer. The relocation of Highgate Library services to the Arts centre building opens up some significant opportunities to enhance the wider community offer in the local and wider North London area.
- 2.3 We want our libraries to be fully accessible, however there are community use areas in the existing Highgate Library building which are not accessible to all as they are located on the first floor, this is a real problem and this relocation proposal should be given serious consideration because not only could it enhance the community activities on offer, but also significantly improve accessibility making it open for a larger portion of the community to enjoy.
- 2.4 Over recent years library usage has declined nationally and Highgate Library is no exception to this as data shows there were 68,206 visitors in 2012/13 financial year and this dropped to 56,010 in 2016/17 financial year. Relocating the library is an opportunity to increase visitor numbers as it will help breathe new life into the library by increasing both the cultural and community offer and make it available to all.
- 2.5 It is important this relocation improves the library service by creating more modern and fit for purpose spaces and should the high level business case demonstrate the project is viable I look forward to seeing the design proposals for an improved Highgate Library.

### **Cabinet Member for Corporate Resources**

- 2.6 The existing Highgate Library building located on Shepherd’s Hill is owned by the council and we are responsible for all repairs and maintenance on this aging building. The opportunity presented enables the council to consolidate their holdings and therefore be responsible for a single site rather than two (1 Shepherd’s Hill and Jacksons Lane Arts Centre).
- 2.7 By consolidating our holdings we will reduce the longer term liability to the council as the existing Highgate Library building can be disposed of. This receipt can be contributed to fund the creation of the new library service.

- 2.8** The recommendation to dispose of the existing Highgate Library site is only in the context the Highgate Library service has successfully relocated to the new location at Jacksons Lane Arts Centre and a report will return to Cabinet with the details of the disposal.

### **3. Recommendations**

#### **3.1** Members are asked to:

- 3.1.1 Agree in principle to the Scheme to relocate from the existing Highgate Library service (shown edged red on the plan at Appendix B) to Jacksons Lane Arts Centre (shown edged red on the plan at Appendix A) subject to a feasibility study to be approved at a later meeting of Cabinet, but in considering this recommendation, Members are referred to the legal comments of the Assistant Director of Corporate Governance at paragraph 8.2 below;
- 3.1.2 To agree that the Highgate Library site ( as shown edged red on the plan at Appendix B) is reviewed on the basis that it is surplus to requirements and that the freehold interest can be disposed of, subject to the existing Highgate Library service being able to relocate to the JLAC and to submit a further report to Cabinet with the proposed terms for the disposal of the site for approval;
- 3.1.3 Agree that costs associated with necessary condition works to JLAC and all costs associated with relocating the library service to JLAC (including fit out and fees) will be funded by the capital programme but to the maximum total amount of the capital receipt obtained from the disposal of the existing Highgate Library site (valuation letter for the disposal can be found at Appendix C, which is the Part B Exempt Report) and the new Library service will continue to be managed by the council. The council's contribution will include £1m of match funding, which will be alongside Arts Council funding and JLAC other funding sources. The total funding contribution from the Council will be part of a later report presented to Cabinet;
- 3.1.4 Agree to the inclusion of a new scheme (Jackson Lane Arts Centre Enhancement & Highgate Library Service Relocation project) within the approved capital programme.

### **4. Reasons for Decision**

- 4.1** The opportunity to relocate the existing library service in Highgate to JLAC has been presented to the council and has the potential to significantly improve the current offer to the community by improving the library environment and technology available and also presenting a more coherent approach to the wider community offer in the area.
- 4.2** There is currently very limited funding for improvements to the existing Highgate Library service. The relocation of the library service will make capital available to support an enhanced library space on the JLAC site and complement the Arts Council funding which is being sought to support refurbishment and condition works at JLAC.

- 4.3** The JLAC is a Grade 2 listed former church building for which the council has freehold ownership. The lease to the JLAC expired on the 11<sup>th</sup> August 2013 and they are holding over on the lease and have a right of renewal under the Landlord and Tenant Act 1954. The building is in a poor state of repair with a number of condition issues and a backlog of repairs and maintenance. The Arts Council funding therefore provides the opportunity for capital to be available to prioritise these condition works to be completed at the earliest opportunity.
- 4.4** A timely decision on this opportunity is required in order for the library service relocation to be included in a variation to the existing Arts Council funding bid.

## **5. Alternative options considered**

- 5.1** The alternative options that have been considered can be defined as follows:  
Option A - Do nothing: If the council chooses to not progress this opportunity it will only make minor improvements to the library services in Highgate. There will not be the same partnership opportunities with JLAC to provide a more collaborative approach to the arts and cultural offer within the local area. In addition to this without the match funding to the Arts Council bid, the JLAC building does not have an opportunity to become more accessible, efficient and sustainable, nor does it have the capacity for growing audiences and intensifying use. The lack of condition works could make some areas of the building increasingly unusable and therefore the council as Landlord would need to address these concerns, but without adequate budget for medium or long term improvements.

## **6. Background information**

- 6.1** The existing Highgate Library service is located at 1 Shepherd's Hill in Highgate (owned freehold by the council) and forms one of our 9 Libraries in Haringey. Highgate is considered a branch Library. The council can only currently plan for minor ICT improvements/maintenance to the existing library during 2017/2018, although this is uncommitted at this stage. The building provides limited access to community space, which is located on the first floor.
- 6.2** The council has been approached by JLAC about a potential opportunity to relocate the library service from its existing accommodation to the JL building, which is within a two minutes walking distance from the existing site. JL is a multi-arts venue in Highgate and includes a theatre, a centre for participation and a space for theatre companies and artists to create and perform.
- 6.3** The building from which JLAC operates has a number of pressing condition issues which will require the council, as landlord of the premises, to invest capital funding to maintain the current level of operation of the site. Condition works are needed to create a sustainable future for the building, which meets the needs of users and attracts new talent. The required condition works could cost up to £1m.
- 6.4** JLAC has also for some time been looking at ways of enhancing and improving their existing arts and cultural offer through improvements to the design and fabric of the

building and has engaged with the Arts Council to explore funding opportunities to undertake condition and improvement works at their existing building.

- 6.5** JLAC has the opportunity to bid to secure £2.5m of Arts Council funding to enhance their current centre, if they are able to secure £1m in match funding. The requirement for match funding from the council has previously been considered an obstacle to Arts Council agreement. However, an initial review by JLAC has presented a potential opportunity for ground floor space to be made available in their building to relocate the library services from 1 Shepherd's Hill and JLAC would like to include this option in their funding bid to the Arts Council. JLAC are also expecting to have other smaller sources of funding available to contribute towards their necessary improvement works.
- 6.6** There is an opportunity for enhancement of the JLAC offer through improvements to the building. JLAC has undertaken a feasibility study to support their Arts Council funding bid and they are currently revising this feasibility to explore the opportunity of the Highgate Library service being located on the ground floor. The JLAC proposals within the feasibility study will include enhancements such as increasing audience capacity, M&E system improvements, make the building more accessible to public and staff, improving studio spaces, creating additional WCs, an improved cafe and new office spaces that can be let, There is a strong synergy between the library functions and the wider cultural offer with learning and collaboration opportunities; strong cultural cross-referencing and enhanced user and audience experience.
- 6.7** JLAC is leading on the feasibility work to support their Arts Council funding bid, including the relocation of the Highgate Library service. The Arts Council needs assurance from this report that that match funding will be provided. The council is regularly meeting with JLAC to review progress of the study and the council will provide a quality assurance role throughout this process.
- 6.8** This also presents a real opportunity for the library service to be improved by being located in a newly refurbished space, the potential for more accessible community space (currently the community meeting rooms and classrooms in the existing library building are located on the first floor and the building does not have a lift) and for a more collaborative approach to community, cultural and educational activities. The key objectives/criteria that will be met by the library relocation are as follows:
- Relocation of the library service provided in an improved space with enhanced technology
  - Offering access to a wider range of facilities and activities
  - Aiming to match floorspace provided at the ground floor of the existing library
  - Dedicated entrance to the library/own address
  - Library service still run by LBH supporting Arts Council funding bid
- 6.9** The existing Highgate Library building is currently owned freehold by the council and is not included in the portfolio of sites for the Haringey Development Vehicle (due to be formed this year). The building has accessibility issues as those unable to use the stairs cannot access the upper floor, which is the part of the building designated for community uses.
- 6.10** Both Highgate Library and JLAC offer some similar and complementary activities and location in the same building could enable a more coherent approach to their community offer, presenting significant benefits to the local and wider communities.

**6.11** Once the library service has successfully relocated to JLAC the 1 Shepherd’s Hill site will be considered as surplus to the council’s requirements and therefore the council will dispose of the site on the open market.

**6.12** The 1 Shepherd’s Hill site is adjacent to a site under the ownership of Transport for London (TfL), which is designated as metropolitan open land in part and as an area of ecological interest. The council currently leases part of this site and is exploring opportunities for this land with TfL in combining the two sites in terms of a potential disposal.

**6.13** The disposal of 1 Shepherd’s Hill will be undertaken subject to the library fully vacating and therefore causing no disruption to the library service.

**7. Contribution to strategic outcomes**

**7.1** The relocation of Highgate Library offers the following in relation to the council’s strategic outcomes:

- Opportunity to attract new and retain current library users/audiences
- Enhancement of the learning environment, including new and creative stimuli to education opportunities
- Building learning through play and creativity rather than through academic routes
- An improved and new technology offer
- Better disability and special needs access

**7.2** The below table highlights some of the ways in which our libraries support the delivery of the Corporate Plan:

Corporate Plan Priority	How Libraries contribute to this priority
<p>Priority 1 – <i>enable every child and young person to have the best start in life with high quality education</i></p>	<ul style="list-style-type: none"> <li>• Libraries enable every child and young person to have the best start in life through their literacy intervention programmes, via Bookstart, Story &amp; Rhyme Times, Book Clubs, and the annual Summer Reading Challenge.</li> <li>• All Libraries have regular invited class visits from local schools at least once a term;</li> <li>• Libraries encourage and support ‘Reading For Pleasure’ and initiatives such as ‘Read On. Get On’ by the National Literacy Trust and Save The Children;</li> <li>• All Primary Schools are invited to join The Summer Reading Challenge – the UK’s biggest reader development programme;</li> <li>• There is an out-reach programme for Children’s Reader Development with local authors, bookshops &amp; schools – this year alone we have had a total of 14 children’s authors and illustrators meeting over 1,400 local children.</li> </ul>
<p>Priority 2 – <i>empower all adults to live healthy, long and fulfilling lives</i></p>	<ul style="list-style-type: none"> <li>• Adult reading groups running in all Libraries, helping to reduce social isolation and foster lifelong learning;</li> <li>• Books on Prescription at 3 Main Libraries;</li> <li>• Libraries host a wide variety of wellbeing activities including:                             <ul style="list-style-type: none"> <li>- Age Concern advice sessions</li> <li>- Yoga classes</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>- Pilates classes</li> <li>- Tai Chi &amp; Chi Kung classes</li> <li>- Fitness for Life classes</li> <li>- IAPT (Cognitive Behavioural Therapy NHS support)</li> <li>- Alcohol Recovery</li> <li>- Stroke Information</li> <li>- Smoke free life Haringey</li> <li>- Sexual health advice</li> <li>- BUBIC – peer support for drug users</li> <li>- Venture club for blind &amp; partially sighted</li> <li>- Alzheimer’s Society Haringey</li> <li>- Meditation classes</li> </ul>
Priority 3 – <i>a clean and safe borough where people are proud to live</i>	<ul style="list-style-type: none"> <li>• Some of our Libraries have attractive outside spaces and gardens for the public to use and enjoy;</li> <li>• Libraries host regular environmental advice drop-ins providing energy saving information and advice sessions;</li> <li>• Libraries offer venues for Safer Neighbourhoods are meetings and Residents Association surgeries.</li> </ul>
Priority 4 – <i>drive growth and employment from which everyone can benefit</i>	<ul style="list-style-type: none"> <li>• We offer SMEs space, IT facilities and support through the Business Lounge at Wood Green library, facilitating advice sessions, networking activities and other related events.</li> </ul>
Priority 5 – <i>create homes and communities where people choose to live and are able to thrive</i>	<ul style="list-style-type: none"> <li>• Libraries provide signposting to Housing Support Services, and the integrated CSCs in libraries offer housing advice.</li> <li>• Libraries are an active part of local communities, as demonstrated by the priorities above, which support local communities in many ways, and provide spaces to meet, learn, study and relax.</li> </ul>

**7.3** JLAC is a key arts and cultural provider in the borough. As well as offering exciting theatre and wider arts experiences to audiences in Highgate and across the borough, it is a well-known and valued provider across London, with visitors contributing to the local economy and to the wider social fabric of the borough. JLAC invests in outreach programmes to ensure that its work reflects the full diversity of the borough and to build awareness of arts and culture across Haringey. For example, JLAC reaches out to older people through its regular and extremely popular lunches and to younger people through specific education based interventions in Tottenham.

**7.4** In terms of the Corporate Plan, JLAC contributes to priorities 1, 2 and 4 and to the quality of life for many local residents. The proposals here will only strengthen JLAC’s community outreach capability and ensure effective links at both neighbourhood and borough level.

## **8. Statutory Officers comments**

### **8.1 Comments of the Chief Finance Officer and financial implications**

8.1.1 The report seeks Cabinet agreement to undertake a business case to ascertain the viability of co-locating the current Highgate Library within the JLAC premises.

8.1.2 Should the business case conclude that it is feasible to co-locate the current Highgate Library within the JLAC it is proposed that the Council contributes £1m as match funding for the JLAC Arts Council bid and this is funded from the eventual disposal of the current Highgate Library site.

8.1.3 Should the business case conclude that it is feasible to co-locate the current Highgate Library within the JLAC it is proposed that the costs of the relocation are met from the capital receipt once the cost of the match funding of the JLAC bid has been taken into account.

8.1.4 As the cost of the match funding is known, £1m, the costs of the relocation of the Highgate Library will need to be contained within the balance of the capital receipt generated.

## **8.2 Comments of the Assistant Director of Corporate Governance and legal implications**

8.2.1 With regards to recommendation 3.1.1, the Council has a statutory duty under Section 7 of the Public Libraries and Museums Act, 1964 to deliver a comprehensive and efficient library service to those who wish to use it. This duty must be complied with alongside the Council's other statutory duty set out below. In fulfilling its duty, a local authority must have regard to the desirability of:

- ensuring that facilities are available for the borrowing of and reference to books and other printed material and pictures and film to meet the general and special requirements adults and children;
- encouraging adults and children to make full use of the library service and of providing advice as to its use and information as may be required by users of the service;

8.2.2 Case law has considered the meaning of the duty, specifically Ouseley, J in *Bailey v London Borough of Brent* [2011] EWHC 2572 (Admin), stated that:

'A comprehensive service cannot mean that every resident lives close to a library. This has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on council resources. Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the borough.'

8.2.3 There is no statutory duty on the Council to carry a public consultation under Section 7 of the Public Libraries and Museums Act 1964.

- 8.2.4 Also with regards to recommendation 3.1.1, the Council must comply with the public sector equality duty (PSED) under section 149 of the Equality Act 2010. The duty is to have regard to the need to (a) eliminate unlawful discrimination; and (b) advance equality of opportunity; and (c) foster good relations, between people with protected characteristics and those without it. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It is not a duty to achieve any of these, it means the Council must have a 'focussed awareness' and ensuring possible indirectly discriminatory effects of a decision are considered in the decision making process.
- 8.2.5 There is no duty for the Council to carry out an equality impact assessment ("EIA"), but if an EIA is carried out effectively, it will show the Council has acted in accordance with the public sector equality duty.
- 8.2.6 Recommendation 3.1.1. is asking Members to agree in principle the relocation of Highgate Library, however, the public section equality duty must be fulfilled before, and at the time of, a decision is made, as it is an essential preliminary to a decision. We are aware that the public sector equality duty has not been fulfilled to date.
- 8.2.7 Under Section 123 of the Local Government Act 1972, a local authority may dispose of land in any manner they wish, including the sale of a freehold interest, providing it is for best consideration that can be reasonably obtained, unless the Secretary of State consents to the disposal.
- 8.2.8 If the disposal is for less than best consideration, under the Local Government Act 1972: General Disposal Consent 2003, specific consent of the Secretary of State will not be required where the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of the promotion or improvement of economic well, social or environmental well-being of its area.
- 8.2.9 In determining whether or not to disposal of land less than the best consideration reasonably obtainable, and whether or not any specific proposal to take such action falls within the terms of the Consent, the Council should ensure that it complies with normal and prudent commercial practices, including obtained the view of a professionally qualified valuer as to the likely amount of the undervalue.
- 8.2.10 It is noted that Cabinet will be presented with a further report for approval with the final details and heads of terms agreed for the disposal of the site. It will assist the Council in discharging its duty under Section 123 of the Local Government Act 1972, if a valuation report is also included in the further report, as 'Consideration' under

Section 123 is confined to transaction elements which are of commercial or monetary value.

### **8.3 Equalities and Community Cohesion Comments**

8.3.1 The current Library Service at JLAC is located on the ground floor and therefore accessible, however it has community spaces on the first floor that can only be accessed by stairs and the proposed relocation has an opportunity for community spaces to be located on the ground floor.

8.3.2 The proposed new location is within two minutes walk of the existing library site and therefore there is unlikely to be an impact on travel times for users and this presents an opportunity for improved convenience for those who use both the Library and JLAC as there will be a range of community and library uses within one building.

8.3.3 The library service will be modernised as a part of the relocation and this will provide more opportunities for digitally excluded groups to access technology.

8.3.4 Opportunities for the Library to share spaces/events with JLAC will be explored, which could significantly enhance the cultural and community offer within Highgate.

8.3.5 The existing site will remain available to the Library until it has been successfully relocated, which will minimise any disruption to Library services.

8.3.6 The feasibility study and design development process will identify and consider any potential negative equality impacts. An Equalities Impact Assessment can therefore be prepared and considered as a part of further Cabinet decisions.

### **8.4 Head of Procurement Comments**

8.4.1 Strategic Procurement acknowledges the council's commitment to retaining a core library service in the Highgate area and improving this library service.

8.4.2 Strategic Procurement notes that this recommendation is aligned to the Corporate Plan.

8.4.3 Strategic Procurement notes that funding will be from the capital receipt obtained from the disposal of the existing Highgate Library.

**9. Use of Appendices**

Appendix A – Site Plan showing JLAC

Appendix B – Site Plan showing existing Highgate Library site

**Part B Exempt Report**

Appendix C – Valuation summary for existing Highgate Library site

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Jackson's Lane Community & Arts Centre  
 269a Archway Road  
 LONDON  
 N6 5AA

Red verging - Extent of site

CPM No. 0691 Commercial file ref : 63015

Overlay : Corp - Community Bldgs

Plan produced by Janice Dabinett on 15/05/2017

Deed document no. : 2987

LR title no. : NGL219826

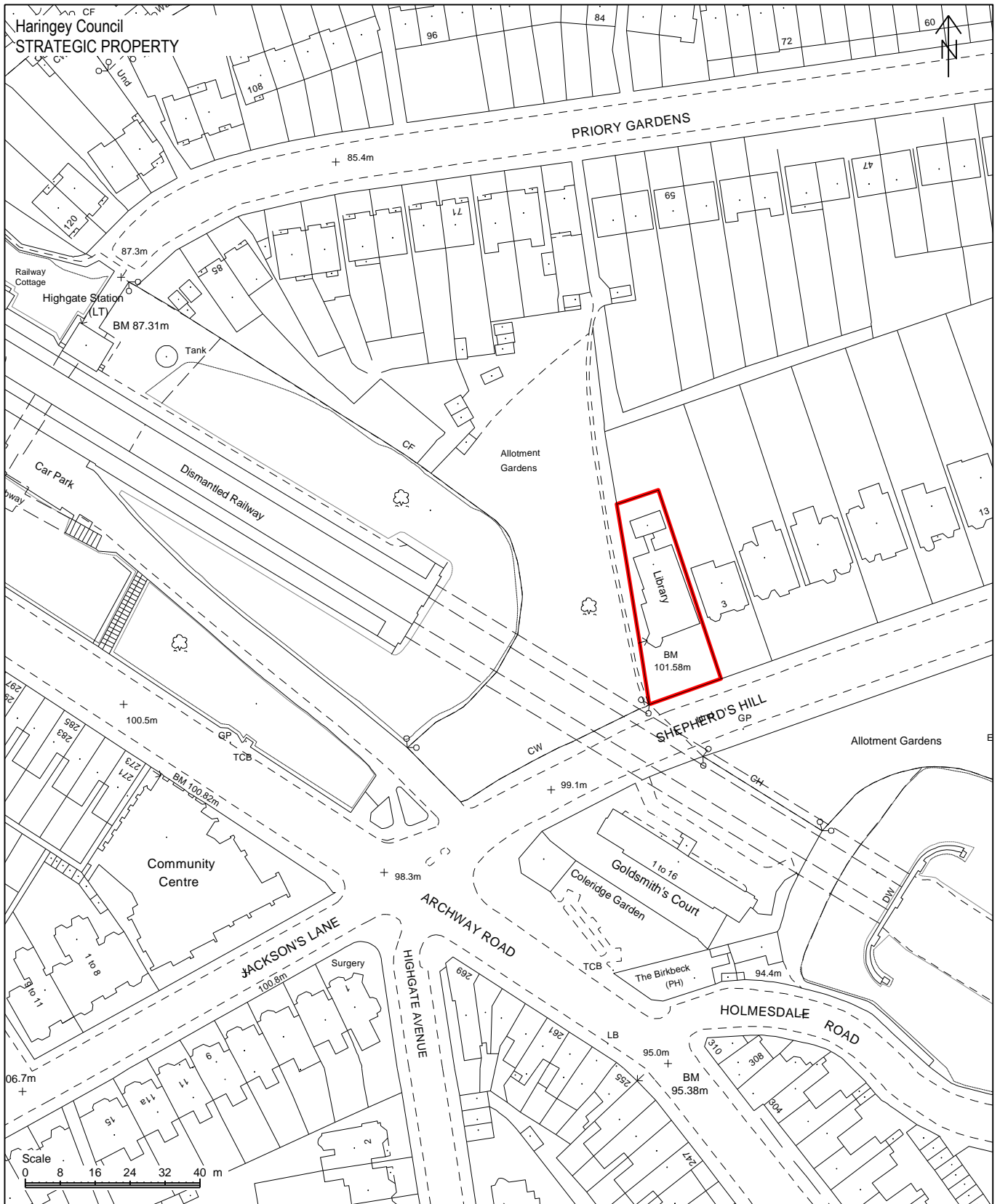
Site Area (hectares) : 0.1494 ha

Scale 1:1250

Drawing No. BVES A4 0893c

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Highgate Library  
 1 Shepherd's Hill  
 Highgate  
 LONDON  
 N6 5QJ

Deed document no. : HD53

LR title no. : AGL192101

CPM No. 0207 Commercial file ref :

Site Area (hectares) : 0.0625 ha

Overlay : Educ - Museums & Libraries

Scale 1:1250

Plan produced by Janice Dabinett on 24/03/2017

Drawing No. BVES A4 0455d

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**Report for:** Cabinet – 20th June 2017

**Item number:** 13

**Title:** Discretionary Business Rates Relief – Revaluation Support

**Report authorised by:** Tracie Evans - Chief Operating Officer

**Lead Officer:** Otis Williams - Policy & Strategy Team

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Key

**1. Describe the issue under consideration**

1.1 The Government has undertaken a national revaluation of all commercial premises in England and Wales. From 1st April 2017, all premises in the borough were assigned a new 'rateable value' by the Valuation Office, used to calculate the level of business rates charged to their occupier. The last time there was a revaluation was in 2010. The 2017 revaluation has resulted in the business rate bills of many premises in Haringey increasing significantly (as further outlined in section 2.1 below).

1.2 In the Government's Budget on the 8th March 2017, the Chancellor announced £300mn of extra funding for local authorities to provide discretionary relief to those businesses facing increases in their business rate bills following the revaluation. The Government has described this initiative as 'revaluation support.'

Haringey's allocation of the Government's funding for discretionary relief is £2.08 million spread across the next 4 years. This comprises £1.213 million for 2017-18, £0.589 million in 2018-19, £0.243 million in 2019-20 and £0.035 million in 2020-21.

1.3 Local authorities have the power to design their own discretionary business rates relief scheme to determine how the funding for 'revaluation support' is distributed across businesses locally. The Government has placed a condition on their funding that this extra relief can only be targeted at businesses that will see their rates bills increase from April 2017 as a result of the revaluation.

1.4 This report asks for Cabinet agreement on the criteria for allocating this additional relief. It follows the previous report to the Cabinet Member for Economic Development dated 4<sup>th</sup> April 2017. A consultation process has since been undertaken outlining proposed options. This lasted five weeks

from 13<sup>th</sup> April to 17<sup>th</sup> May 2017. The consultation report is available via appendix A and its key findings are within section 6 of this report. We understand from the GLA and our discussions with other boroughs that Haringey is one of the first boroughs to progress this work. For clarity, this scheme was announced before the general election.

## **2. Cabinet Member Introduction**

- 2.1 The significant increases in business rates due to the Government's national revaluation risks leaving some of Haringey's businesses struggling to pay their bills. The worst hit local firms will be facing a 42% rise in their rates for 2017/18, with hundreds more hit with a 12.5% increase and thousands by 5%. With further increases in bills set for many businesses for 2018/19 and beyond as transitional relief is phased out, some businesses will see their rates more than double by 2020.
- 2.2 The Council with our local traders' groups voiced strong concerns over the impact of the 2017 revaluation and as a result of strong lobbying the government announced additional funding to ease the transition at Budget 2017. The Chancellor's announcement of £300mn extra funding for local authorities to apply discretionary relief, although welcome, is unlikely to be enough to ease the pain of increased business rate bills for the majority of our local businesses.
- 2.3 We are nevertheless determined to ensure that Haringey's allocation of funding for extra discretionary relief for 'revaluation support' is used to maximise impact and target in a way that is fair and proportionate across our business base.
- 2.4 This is why we engaged early with residents, businesses and local traders forums through consultation to help shape how Haringey will distribute this extra relief locally. We understand that we are the first London Borough to consult and to seek Cabinet clearance to distribute the funding.

## **3. Recommendations**

It is recommended that:

- 3.1 The Cabinet approve the Discretionary Business Rates Relief – Revaluation Support Policy, as appended to this report at Appendix B and described in more detail at section 6 of this report, which:-
  - Allocates discretionary business rates relief to rate payers where -  
The business rate increase is £500 or more (after all other applicable reliefs have been applied)
  - Automatically applies a 42% discount on the monetary increase in business rates to affected businesses in 2017/18

With the following exclusions:

- a) Premises occupied by multinational and national chain companies
- b) Excepted hereditaments within the meaning of s 47 Local Government Finance Act 1988 and wider public sector premises
- c) Businesses not located in the borough for the duration of 2016/17 and/or have left since April 2017
- d) Premises with rateable values in excess of £200,000

#### **4. Reasons for decision**

- 4.1 This policy proposal sits in the context of the Council's wider economic growth priorities for the borough. We believe the recommended policy best supports economic growth as it targets small, medium-sized and independent businesses over multinational, and national chain businesses. The policy proposal aligns with the Council's existing policies to encourage business resilience and growth in Haringey and support local job creation. For this reason the policy proposal supports private businesses over public sector premises (a number of which are hereditaments already excluded in accordance with s 47 Local Government Finance Act 1988).
- 4.2 Haringey Council will be expected to use discretionary business rates relief to distribute the Government's extra funding for 'revaluation support' to those businesses that have seen increases in their bills. The rationale behind the proposal and options consulted on are detailed in section 6 of this report; and principles below:
- Target relief at businesses that are facing an increase in their business rate bills following the revaluation, encompassing different sizes, sectors and locations across the borough
  - Distribute the extra relief in a way that is proportionate to how much a businesses' bill has increased, and in a fair and equal manner
  - Apply to ratepayers occupying lower value properties
  - Ensure that the extra relief is distributed to local businesses quickly and smoothly
  - Be relatively simple for the Council to administer
- 4.3 We are also seeking to ensure that relief for businesses is distributed as quickly as possible and minimises administrative costs where possible. We believe this is fundamental, both to the Government's intentions of the scheme and to our priorities to support businesses that have seen large increases in their business rates since the 2017 revaluation.

## 5. Alternative options considered

- 5.1 To apply the relief in a similar way to that recommended (in section 6) but to also include (rather than exclude) multinational and national chain businesses in the scheme. In expanding the number of eligible businesses the percentage discount relief allocated to the monetary business rate increase would fall. This equates to allocating a 25% discount on the monetary increase, costing £1.27 million in 2017/18. Note the recommended option enables a 42% reduction.
- 5.1.1 The consultation supported the proposal that excluding multinational and national chain businesses is a fairer way of distributing the relief to businesses that are less able to cope with the business rate increase. A majority of the respondents to the Council's consultation stated that preference should be given to small, medium-sized and independent businesses; and Haringey's precepting Authority, the Greater London Authority, stated that firms operating nationally or internationally may be benefitting from reductions in business rates in other parts of the country.<sup>1</sup>
- 5.1.2 To apply the relief as per the recommendation in section 6 but to include the wider public sector. We are minded not to extend the fund to wider public sector organisations. We believe this is in line with the aims of the fund, which are to support business and promote growth. Therefore, we believe it is best to support those small, medium-sized and independent businesses in Haringey facing difficulties.
- 5.1.3 To apply the relief as per the recommendation in section 6 but to include businesses not in the borough for duration of 2017/18 or have since left. It is considered that their inclusion with limited funds would not be prioritised; and would involve a disproportionate administrative burden to calculate a pro rata relief. Businesses that have occupied premises in Haringey for the full financial year are to be prioritised. Also, there are other reliefs that may be available to new businesses in the borough.
- 5.1.4 To apply the relief as per the recommendation in section 6 but to include premises with rateable values in excess of £200,000. We are minded not to provide the relief in this way. This in line with the DCLG consultation (March 2017) point where it states, "further assume, by and large, more support will be provided to":
- Ratepayers or localities that face the most significant increase in bills

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<sup>1</sup> **Extract from GLA feedback to the Haringey consultation:** The GLA supports this proposal in principle as it is our view that the relief scheme should be targeted at small and medium sized local businesses and independent traders in genuine hardship or experiencing the largest relative rises in bills. It is quite likely that firms operating nationally or internationally may be benefitting from reductions in business rates liabilities on their properties elsewhere in England and are better able to manage the impact of the 2017 revaluation on their finances.

- Ratepayers occupying lower value properties (i.e. properties with a rateable value below £200,000)

5.1.5 To apply the relief as per the recommendation in section 6 but to include businesses with increases below £500. We are minded not to apply the relief in this way. We consider the £500 threshold follows the spirit of the discretionary relief scheme by supporting those businesses hardest hit by rates increases. This rationale is also informed by the large administrative cost if there was not a threshold; set against the comparatively low level of relief to businesses.

5.2 The following options were considered and discounted at the cabinet member signing meeting on 4<sup>th</sup> April 2017 and therefore not consulted on:

5.2.1 Haringey Council could use its own funds to 'top-up' the Government's allocated funding for implementing this extra discretionary relief. This option has been discounted because it would result in a financial cost for the Council at a time when the organisation needs to find financial savings as part of its medium term financial strategy.

5.2.2 To target all of the Government's funding for discretionary relief at one particular high street, regeneration zone or economic sector. This option has been discounted because the 2017 revaluation will have significant impacts on all high streets and localities across the borough, and impact upon retail, workspace and industrial sectors. To concentrate all the Government's funding on just one locality or sector within the borough would be unfair.

5.2.3 To target all of the Government's funding for discretionary relief through a large scale 'hardship fund' which businesses would apply for. This option has been discounted because of the significant administrative challenges for assessing thousands of applications on a case by case basis. It would not be practical, could lead to lengthy delays in awarding relief and treat businesses inconsistently.

## **6. Background information**

6.1 The proposal is for the Council to automatically allocate discretionary business rates relief to business premises (subject to exclusions) where the business rate increase is £500 or more, after all other applicable reliefs have been applied. We consider there would be an unnecessarily large administrative cost in removing a threshold which in some instances offers a comparatively low level of relief to businesses. We aim to support those businesses hardest hit by the business rates increase.

6.2 Under this option, approximately 1300 businesses in Haringey would qualify for this discretionary business rates relief. This would allow the Council to apply automatically a 42% discount on the monetary increase in business rates for businesses in 2017/18. This is in addition to national transitional relief.

6.3 This would cost £1.16 million in 2017/18, allowing for a small surplus of approximately £50,000 to be held back as a contingency. The latter can be used by exception, to support organisations facing hardship which contribute to business growth outcomes. In year two the remaining three years relief is to be applied, amounting to approximately £867,000. This is subject to confirmation from DCLG post the general election.

6.4 **Exclusions**

The recommended Revaluation Support Policy (appendix B) sets out certain types of rate payer that the Council would be minded not to support.

6.4.1 **Multinational and national chain companies**

The Council intends to exclude premises occupied by multinational and national chain companies from its Revaluation Support policy. The Government consultation states that we should provide support only to those ratepayers who are facing an increase in their bills following revaluation; after all relevant reliefs have been deducted. The Government 'further assumes that, by and large, more support will be provided to ratepayers or localities that face the most significant increases in bills; and ratepayers occupying lower value properties'. This corresponds with our discretionary relief consultation, which showed a majority of responses in favour of prioritising relief to small, medium-sized and independent businesses. We believe multinational and national chain businesses are better equipped to cope with the increase in business rates than small, medium-sized and independent businesses in Haringey. It should be noted that this exclusion includes franchises where we are able to identify them, as the Council believes that franchised businesses who are part of national companies are better able to cope with increased business rates than independent and small-sized businesses in Haringey. The Council also has existing economic growth priorities that support a diverse local economy and reflect the small business profile in the borough. A list of the companies excluded is provided in appendix C. Please note this list is indicative not exhaustive. For the purpose of this policy we have defined multinational and national chain companies as a group of outlets owned by one company and spread across various locations nationwide or worldwide, with similar appearance and providing similar services or goods across the outlets.

6.4.2 It should also be noted that multinational and national chain businesses occupy premises around the country, where in many areas business rates have fallen following the 2017 revaluation. As a result, many of these businesses' rate increases in Haringey will be offset by business rate decreases in other parts of the country. This point was reiterated by the GLA in their response to the consultation.

6.4.3 **Excepted hereditaments and wider public sector**

In accordance with s 47 Local Government Finance Act 1988 certain properties are excluded from discretionary business rates relief. These are properties that are occupied in full or part (otherwise than as trustee) by the billing authority, a precepting authority (in this case the GLA), or by any of the



GLA's functional bodies: (i) Transport for London (TfL); (ii) the Mayor's Office for Policing and Crime (MOPAC) (responsible for the Metropolitan Police Service); (iii) the London Fire & Emergency Planning Authority (LFEPA) (including the London Fire Brigade), (iv) the London Legacy Development Corporation (LLDC), and (v) the Old Oak and Park Royal Development Corporation (OPDC). Moreover, we are minded not to extend the fund to wider public sector organisations. We believe this is in line with the aims of the fund, which are to support business and promote growth. Therefore, we believe it is best to support those small, medium-sized and independent businesses in Haringey facing difficulties.

#### **6.4.4 Further eligibility considerations**

Businesses that have not occupied premises in the borough for the full 2016/17 financial year and/or have left the borough since 1 April 2017 will not be included in the discretionary relief scheme. We believe that including both cohorts of businesses would not be within the spirit of the scheme and would involve a disproportionate administrative burden to calculate pro-rata relief.

In line with the Government's funding allocation methodology, premises with a rateable value over £200,000 are to be excluded from the discretionary relief scheme.

### **6.5 Consultation key findings**

The consultation proposals (report available at appendix A) were developed in conjunction with the Haringey Business Alliance (HBA) and presented to the Tottenham Traders Forum and Wood Green Business Forum. Feedback was also sought from the GLA (as the precepting authority), Federation of Small Businesses (FSB) and North London Chamber of Commerce. The consultation was published online via the Council's webpage. The final number of responses received was sixteen, one of which was representative of a wide range of businesses (Muswell Hill Traders' Group).

#### **6.5.1 Summary of Consultation Questions:**

1. Do you support the proposal, described above, to offer relief to businesses for revaluation support as a proportion of the increase in their business rate bills?
2. Do you support the option of giving preference to small and medium sized firms and independents over multinational and large national businesses when it comes to eligibility for extra business rates relief for 'revaluation support'?
3. Are there any circumstances when you believe that Haringey Council should not favour distributing extra business rates relief for 'revaluation support' because it would be against the local community or public's interest?
4. The option to set aside a proportion of the Government's funding to strategically target extra support at businesses facing severe and

immediate hardship from the revaluation and who can demonstrate a sustainable longer term business plan. Please note: following proposal planning with the HBA this question was not asked. The application of this resource allocation is intended to be distributed to local businesses quickly and smoothly and relatively simple for the Council to administer.

5. Do you have any other views and ideas?

6.5.2 Key findings under each question:

**6.5.3 Do you support the proposal, described above, to offer relief to businesses for revaluation support as a proportion of the increase in their business rate bills?**

- i) There was significant support for the proposal to automatically distribute relief proportional to the increase in business rates; as such we are recommending this proposal.
- ii) We believe this offers the fairest way to distribute the limited money allocated from the Government and allows businesses of varying sizes to benefit from the relief. Distributing relief according to the bill increase reflects the need to support businesses proportionately to their rateable value and offer sizeable and meaningful relief to those businesses with particularly large business rate increases.
- iii) We also believe that this proposal is simple and relatively easy to administer – minimising the time businesses have to wait to receive the relief. Concerns have already been raised about the financial impact on businesses when programmes are delayed, and we recognise that a business rates relief system should be straightforward to administer and reach businesses as soon as is practicable.

**6.5.4 The option to give preference to small and medium sized firms and independents, over multinational and large national businesses with high turnovers on the grounds that the latter are financially more likely to be able to pay higher business rate bills than the former**

- i) There was a good level of support for giving preference to small and medium sized firms and independents over multinational and large national businesses, and therefore we will continue to

propose giving preference to small, medium sized and independent businesses.

- ii) In response to the concerns that multinational and national businesses would consider relocating, we believe we are proposing the fairest way to distribute the limited funds from central Government. Given the limited funds available, we believe giving preference to small, medium sized and independent businesses is necessary to prevent them from potentially closing as a result of this year's revaluation. Moreover, the consultation findings showed that some national businesses suggested smaller, independent businesses should receive priority in business rate relief because their presence in some parts of the borough contributes to the success of national chains.
- iii) Multinational and large national chain companies in Haringey have some of the largest rateable values in the borough, and therefore if the discretionary relief policy covered these businesses they would consume a large amount of the fund. Excluding those businesses from the fund allows us to further target businesses who have less extensive capital to support the increase and who do not have branches in other parts of the country facing reduced bills that could offset any increase in Haringey.
- iv) We welcome the Greater London Authority's submission to the consultation, which was broadly content with the proposals. As the Council's precepting authority, the GLA reinforced the reminder to ensure that no individual business receives more than £55,000 per year in relief, to abide by EU state aid rules. Our policy will ensure this and comply with the rules.

#### **6.5.5 The option to prioritise relief on public interest grounds**

- i) There was a mixed response to the proposal to not favour distributing extra business rates relief if it was against the local community or public's interest. Several business types were highlighted in the consultation feedback, such as pawnbrokers, pay day lenders and betting premises, who received the highest votes. Whilst the number of votes for these business types was not excessive, this could be explained by the relatively low number of individual responses received to the consultation (16).

The response to the proposal to exclude business types on public interest or community grounds was inconclusive, and we cannot infer a clear view on which businesses should be excluded over and above others. Therefore, we will not pursue any exclusion specifically on public interest grounds.

- ii) There were also implementation issues raised in excluding particular sectors of the economy. We recognise that some consultees suggested that excluding whole business types from the relief should require each business to be individually audited, which would have administrative impacts for the Council. We will consider this when forming a policy position.
- iii) There are sectors of the economy that do not align with the Council's stated public interest goals, including betting shops, payday lenders and pawnbrokers. A number of these businesses are part of national chains and will therefore be excluded from the relief via this channel.

**6.5.6 Other options consulted on: We asked residents and businesses during the consultation for their thoughts and to put forward ideas on other proposals and options for the distribution of the extra relief**

- i) Some consultees suggested that the Council means-tests the way in which discretionary relief is distributed to businesses, to ensure that the money reaches the appropriate recipients.

We believe the discretionary relief policy should be simply and relatively easy to administer so that the relief money reaches businesses as soon as is practicable. It would be both time-consuming and burdensome to means test businesses in Haringey and would result in a delay for payments to reach businesses that need the relief. We also reflect on the feedback from the various business forums that engaged orally with the consultation process and emphasised the need to distribute the relief as quickly as possible to support businesses that have seen an increase in their business rate bills.

- ii) Some consultees suggested distributing the relief by geographical area and thus avoiding particular streets where certain business types are dominant. Other consultees stressed the need to ensure that the discretionary relief is distributed quickly and reaches businesses so that they can begin to benefit from the relief.

We disagree that discretionary relief should be distributed by geography, including restricting relief to businesses in particular geographical area, because we believe this is an unfair and arbitrary way to allocate relief. Our proposals allow businesses in every ward of the borough to benefit from business rates relief that is proportional to the business rate increase they are facing following this year's revaluation.

- iii) The Greater London Authority suggested that the Council holds back a portion of its 2017-18 funding until the Government has announced its final position on reprofiling funding across different financial years, in order to allow greater flexibility.

In response to holding back a proportion of the 2017-18 funding until the Government makes a decision on reprofiling funding across years, we agree that flexibility is important in the discretionary relief scheme. Our current modelling projects a small underspend, allowing a sum of money to be held back until a decision is made.

- iv) Whilst the number of individual responses received to the consultation (16) was relatively low, one of these responses collates the views over in excess of 100 local businesses. In addition, three meetings were held with stakeholders. Therefore, the consultation informs work to develop a recommended policy approach to distribute the discretionary relief. For both Questions 2 and 3, the consultation has produced a clear result in favour of the proposed options, with Questions 4 and 5 illustrating inconclusive results for the public interest test.

## **7. Contribution to strategic outcomes**

7.1 The proposal contributes to achieving the priorities set out in the Corporate Plan, in particular:

- Primary objective: Priority 4 – 'Drive growth and employment from which everyone can benefit' and cross-cutting theme, 'Working in Partnership'

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities) Comments of the Chief Finance Officer and financial implications**

### **Finance**

8.1 The Department for Communities and Local Government (DCLG) have confirmed that local authorities will be fully compensated for offering this extra discretionary business rates relief for 'revaluation support' through the Section 31 Grant. This however is conditional on:

(i) This funding will be capped. Any discretionary relief paid by billing authorities in respect of "revaluation support" in excess of their allocation will not attract the Government's grant. Under the DCLG's consultation, Haringey has been given an allocation of £2.08mn over the next 4 years for offering this extra relief. The Government was expected to confirm its final allocation for each local authority during April 2017. This has been delayed due to purdah, although the figures are expected to remain the same.

(ii) That the extra discretionary relief is used to support only those rate payers who are facing an increase in their business rate bills following the revaluation after all adjustments (e.g. other relief schemes) have been made.

(iii) Authorities are required to consult their major precepting authorities. For the Council that will require consultation with the Greater London Authority (GLA).

The Council will need to be mindful of the above conditions in order to ensure that we are fully compensated for offering the extra relief.

8.2 As outlined in the GLA's response to the Haringey consultation. In its March 2017 consultation paper on the relief scheme, the Government stated that it was minded to allow local authorities to reprofile funding across financial years. It has subsequently indicated that it will not take a final decision on this until the second quarter of 2017-18. This may mean we will not know the extent of the flexibilities available until autumn 2017.

8.3 The government has committed to paying local authorities the business rates discretionary relief (s31) grant over a period of four years. Haringey's allocation is profiled as follows: £1.213m in 2017/18; £0.589m in 2018/19; £0.234m in 2019/20; and £0.035m in the final year, 2020/21. The recommended local scheme proposes providing relief to businesses over a period of two years; £1.17m in 2017/18 and £0.867m in 2018/19. This means that the Council will need to fund government's funding commitments in the latter years (2019/20 and 2020/21) upfront from its funds totalling £0.269m.

#### **Head of Procurement Comments**

8.4 There are no procurement comments

#### **Legal**

8.5 The Assistant Director Corporate Governance has been consulted on the contents of this Report.

- 8.6 The Government's funding is to be provided by way of grant under s 31 of the Local Government Act 2003. To access the funding, the Council is required to establish a discretionary scheme for administering the rate relief under s 47 of the Local Government Finance Act 1988, and the scheme will have to also meet the Government's grant conditions. Whilst these are subject to confirmation, it is likely that the conditions will be:
- (a) Funding will be capped, distributed over four years and frontloaded in 2017-18. Any discretionary relief paid by billing authorities in respect of "revaluation support" in excess of their allocation will not attract the Government's grant.
  - (b) The discretionary relief should be used to support only those rate payers who are facing an increase in their business rate bills following the revaluation after all adjustments (e.g. other relief schemes) have been made.
  - (c) Authorities will be required to consult their major precepting authorities. For the Council that has necessitated consultation with the Greater London Authority (GLA).
- 8.7 Section 47 Local Government Finance Act 1988 provides an exclusion to the scheme by way of 'excepted hereditaments'. These are properties occupied in full or part by the billing authority, the GLA or any of the GLA's functional bodies, and accordingly these shall be excluded from the policy by law.
- 8.8 Aside from these conditions, the Council is free to design its own scheme under s 47, which gives local authorities a wide power to grant discretionary business rate relief, provided that the scheme is rational and proportionate and subject to the condition that the local authority may only grant the relief if it is satisfied that it would be reasonable to do so having regard to the interests of council tax payers in its area. The Council may set guidelines as to the allocation of relief, provided that it does not fetter its discretion to consider all cases on individual merit.

## 8.8 Equalities and Community Cohesion Comments

The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.9 The Council targeted a wide range of businesses during the length of the consultation period, and spoke to business forums, which represent a wide range of businesses across the borough. The Council provided hard copies of the consultation form in key hubs, including Wood Green Library & Customer Service Centre and Muswell Hill Library. This enabled the Council to engage with residents and businesses that cannot respond online, and had a particular high proportion of responses from BAME people. The limited amount of business rate relief allocated from central government has restricted the Council's ability to address every inequality in the borough. However, the proposed policy's prioritised approach intends to make the biggest impact on supporting economic growth in the borough. We do not hold data on the protected characteristics of business owners impacted by the decision and we do not consider that there will be discrimination as a result of this decision.

8.10 The proposal will provide opportunities to support the growth of small and medium size businesses which could have a positive impact on economic development and employment opportunities in the borough. There is high level of deprivation in the borough, particularly in the east, and so any mechanism to encourage economic development will have a positive impact for communities, including BAME communities living in poverty, who are more likely to be unemployed.

Furthermore, there are other mechanisms which support charities and public functions, such as 80% charitable relief. This intends to reduce the level of business rates from, for example, religious premises thereby reducing the likelihood of smaller charities facing hardship. A list of reliefs in addition to the proposed policy include as follows:

1. Relief for voluntary and community sector organisations
2. Relief for occupants of new office and workspace
3. Relief for businesses temporarily occupying and using a space whilst a new development project is being completed (meanwhile activities)
4. Relief for empty properties
5. Exempted buildings
6. Relief for small businesses

## 9. Use of Appendices

**Appendix A** – Consultation Report

**Appendix B** – Discretionary Relief – Revaluation Support Policy

**Appendix C** – List of national chain businesses excluded under policy

**Appendix D** – EqIA – screening tool

## 10. Local Government (Access to Information) Act 1985

- <http://www.haringey.gov.uk/housing-and-planning/planning/planning-policy/local-development-framework-ldf/local-plan-evidence-base>



- Department of Business, Innovation & Skills, Paper no2 (December 2013), 'SMEs: the key enablers of business success and the economic rationale of Government intervention.'
- Cabinet Member Signing Report (4th April 2017) - Discretionary Business Rates Relief Consultation – revaluation support <https://www.minutes.haringey.gov.uk/documents/s92530/Cabinet%20Member%20Signing%20%20discretionary%20business%20rates%20relief%20-%20v3%202%202.pdf>

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## **Consultation on business rates relief in Haringey – summary of findings and responses (May 2017)**

Local authorities have the discretionary power to offer relief on business rates when it would be “reasonable to do so in the interests of council taxpayers.” Haringey’s proposed policy on discretionary business rates relief sets out a criteria and the circumstances for when the Council considers it reasonable to offer discretionary relief to a local business rates-payer, and the amount of relief that would be given.

### **Consultation activities**

On the 13th April 2017, Haringey Council launched a public consultation on the application of the Government’s discretionary business rates relief. The consultation lasted 5 weeks and closed on the 17<sup>th</sup> May 2017.

A [press release](#) accompanied the launch of the consultation, which was promoted on Haringey Council’s website and Twitter.

The consultation has been targeted at residents, businesses and business forums in Haringey.

A consultation document was produced, which asked consultees to respond to three questions relating to three proposals:

- Proposal 1: Allocating business rates relief as a proportion of the increase in business rate bills
- Additional Proposal 1: Giving preference to small and medium sized firms and independents over multinational and large national businesses
- Additional Proposal 2: Prioritising business rates relief on public interest grounds

The consultation document was publically available on Haringey Council’s website, where consultees had the option of downloading and emailing back a completed Microsoft Word version of the document or printing and posting/delivering the document to Wood Green Library.

Hard copies of the consultation document were also available and distributed at Wood Green Customer Service and Library Centre.

The consultation notification and document was also circulated electronically via the North London Chambers of Commerce and Federation of Small Business.

The Council met with Haringey’s business representative group, the Haringey Business Alliance, on 5<sup>th</sup> April 2017 to develop the consultation proposals. The Council used this meeting to discuss draft policy options and agree final proposals for the consultation.

The Council organised consultation engagement events with Haringey’s business forums, involving Tottenham Traders’ Partnership on 26<sup>th</sup> April 2017 and Wood Green Traders’ Forum on 4<sup>th</sup> May 2017. The Business forums, as representatives of Haringey’s business community, were able to input to the consultation and discuss responses to each proposal. The views and ideas that were put

forward by the participants at all three consultation meetings were captured and will be reflected in the findings. Hard copies of the consultation document were distributed at each Business Forum meeting.

The Muswell Hill Traders' Group contacted and received 138 responses to the consultation, reaching a wide range of businesses in the west of the borough. Of these responses, the Traders' Group summarised and made a submission to the Council reflecting the feeling in each of the consultation's questions.

The consultation was launched prior to the unexpected announcement of a General Election. As a result, the Council was heavily restricted in its ability to communicate the consultation with residents and to engage relevant Cabinet members in advertisements.

## **Consultation responses**

### **Volume:**

In total, the consultation questionnaire was completed by sixteen respondents. This included 15 who identified themselves as businesses, 1 who also identified themselves as a resident and a submission from the Council's precept authority, the Greater London Authority.

Haringey's main business forums were engaged in separate meetings with Council officers to share their views on the proposals (see consultation activities above for full breakdown). In total, twenty business representatives were consulted orally in the business forum engagement meetings, representing independent, small and franchised businesses in Haringey.

The individual responses represent a wide range of businesses, reflecting different sectors and sizes. The oral feedback from business forums represents hundreds of businesses in different areas of the borough. The Council was keen to ensure that as many areas of Haringey were engaged in the consultation to reflect the wide range of opinion and business profile in the borough. In particular, feedback from the Haringey Business Alliance, the Tottenham Traders' Partnership, Wood Green Business Forum and Muswell Hill Traders' Group represented a large number of business interests across the borough.

### **Main themes emerging from the responses:**

Below summarises the main themes and suggestions that the Council has received back from residents, businesses, business forums and the Greater London Authority throughout the consultation period – both through the online survey and through feedback from the business forum meetings and wider activities.

The findings presented below are structured under the 3 proposals that were outlined in the consultation document.

Whilst the consultation response from residents, businesses and the Greater London Authority was small with 16 respondents:

- 87% support of the proposals to allocate relief as a proportion of the increase in business rate bills and
- 80% was in favour of giving preference to small, medium-sized and independent businesses

There was a more mixed and less clear view from residents to exclude certain business types on public interest grounds. The content of responses reflects individual written responses and input from business forums, which represent hundreds of businesses in the borough.

## **Proposal 1 – Allocating business rates relief as a proportion of the increase in business rate bills**

### ***Consultation Proposal:***

The consultation proposes to offer relief for revaluation support to those businesses and

organisations that are facing a sizeable increase in their business rates bills. The consultation proposes to give relief proportional to the amount by which a business’s bill has increased.

The consultation states that the rationale behind the proposal is:

- It would ensure that the value of the extra relief given out is **proportional** to the amount that a businesses’ bill has increased by. Those local businesses facing the most significant increases in their bills following the revaluation, would receive the most support under the proposed scheme.
- It would ensure that the extra relief available **supports different types and sizes of business across the whole borough**, rather than just being concentrated on a very small number of businesses or any one particular high street or sector.
- It provides for a **consistent method** of calculating how much relief to award any one business, ensuring that the relief scheme is **transparent** and that businesses are treated fairly against a clear criteria.

**Question 2 – Do you support the proposal, described above, to offer relief to businesses for revaluation support as a proportion of the increase in their business rate bills?**

*Online Survey results:*

<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total answered</b>	<b>No answer</b>
9	5	2	0	0	16	0
56.25%	31.25%	12.5%	0%	0%	100%	

- Most of the consultees were supportive of allocating business rates relief as a proportion of the increase in business rate bills, as a way to maintain fairness in the distribution. Respondents raised the issue of rising online sales, which have impacted businesses of all sizes. Respondents also highlighted need to maintain independent and high street shops.
- Most consultees thought that support proportional to the business rate bill increase was a fair way to distribute limited amounts of money and treats all businesses consistently.
- Some consultees made comparisons between small and large businesses’ differing abilities to pay increase business rate bills and suggested that larger national businesses can often be in a better place to cope with business rate increases.
- Some consultees suggested that support for local companies was more important than support for large national or multinational companies.
- Respondents raised concerns that national chain shops may soon replace independent businesses, particularly those who have received no business rates relief to date.

- Some consultees highlighted the ease of communicating the proposal, stating that it would be relatively straightforward for businesses to understand and calculate the impact.
- Some consultees highlighted the importance of existing discretionary business rates relief for businesses in Haringey and how much the business community relies on such relief. Consultees also highlighted the financial impact on businesses when initiatives/programmes are delayed.
- Some consultees who identified themselves as some of the largest rate payers suggested that this policy approach would enable the Council's limited money to be distributed in a fair way.

### **Haringey Council Response**

There was significant support for the proposal to distribute relief proportional to the increase in business rates, so we intend to pursue this proposal.

We believe this offers the fairest way to distribute the limited money allocated from the Government and allows businesses of varying sizes to benefit from the relief. Distributing relief according to the bill increase reflects the need to support businesses proportionately to their rateable value and offer sizeable and meaningful relief to those businesses with particularly large business rate increases.

We also believe that this proposal is simple and relatively easy to administer – minimising the time businesses have to wait to receive the relief. Concerns have already been raised about the financial impact on businesses when programmes are delayed, and we recognise that a business rates relief system should be straightforward to administer and reach businesses as soon as is practicable.

### **Additional Proposal 1 – Giving preference to small and medium sized firms and independents over multinational and large national businesses**

#### ***Consultation Proposal:***

The consultation proposes to give preference for revaluation support to small and medium sized firms and independents over multinational and large national businesses.

The consultation states that the rationale behind the proposal is:

- Multinational and large national businesses with high turnovers are more likely to be able to afford to pay higher business rate bills than small and medium sized firms and independents.
- Following the 2017 revaluation, most national and multinational based businesses will have seen their business rate bills decrease in property they occupy in other parts of the country. This is likely to balance their increases in Haringey.

- Giving preference to small and medium sized firms and independents would enable the Council to target more of the extra relief for revaluation support at those businesses and organisations that may find it most difficult to adjust to paying higher business rate bills.

**Question 3 – Do you support the option of giving preference to small and medium sized firms and independents over multinational and large national businesses when it comes to eligibility for extra business rates relief for ‘revaluation support’?**

<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total answered</b>	<b>No answer</b>
12	1	0	3	0	16	0
75%	6.25%	0%	18.75%	0%	100%	

- Many of the consultees agreed with the proposal to give preference to small and medium sized companies and independents. Many respondents drew attention to the differing abilities to cope with the increase in business rates, suggesting that national and multinational businesses are better equipped to manage the increase. Respondents also highlighted that as smaller businesses have less capacity to manage increases they need more help than national and multinational companies.
- Some respondents thought that small, medium sized and independent businesses face particular issues in coping with increased business rates as financial requirements, including operating costs, can have a more significant impact on smaller businesses.
- Some consultees agreed with the proposal and highlighted that national and multinational businesses’ financial impact from business rate increases in Haringey could be offset by reduced rates in branches outside London. Respondents suggested that larger businesses can benefit from reduced business rates in other parts of the country.
- Some consultees representing national chains suggested the relief should be targeted towards small, medium and independent businesses and took the view that one of the main reasons for their own business success was the presence of a large number of independent shops in the area.
- Some consultees raised concerns about the message sent to national and multinational companies and the risk that those businesses may relocate as a consequence of the policy.
- Other respondents suggested that national and multi-nationals face similar challenges to smaller businesses and should not be excluded from the relief on this basis.
- Some consultees suggested the criteria for relief allocation should be further explained and specified to define small and medium sized businesses for the purpose of business rates relief.
- The Council’s precepting authority, the Greater London Authority, highlighted the need to maintain a maximum level of support (200,000 euros over a three-year period; £55,000 per annum) allocated to any individual business, in line with EU state aid rules.



**Haringey Council response**

There was a good level of support for giving preference to small and medium sized firms and independents over large national and multinational businesses, and therefore we will continue to propose giving preference to small, medium sized and independent businesses.

In response to the concerns that national and multinational businesses would consider relocating, we believe we are proposing the fairest way to distribute the limited funds from central Government. Given the limited funds available, we believe giving preference to small, medium sized and independent businesses is necessary to prevent them from potentially closing as a result of this year's revaluation.

Multinational and large national companies in Haringey have some of the largest rateable values in the borough, and therefore if the discretionary relief policy covered these businesses they would consume a large amount of the fund. Excluding those businesses from the fund allows us to further target businesses who have less extensive capital to support the increase and who do not have branches in other parts of the country facing reduced bills and offsetting any increase in Haringey.

We welcome the Greater London Authority's submission to the consultation, which was broadly content with the proposals. As the Council's precepting authority, the GLA reinforced the reminder to ensure that no individual business receives more than £55,000 per year in relief, to abide by EU state aid rules. Our policy will ensure this and comply with the rules.

**Additional Proposal 2 – Prioritising business rates relief on public interest grounds**

***Consultation Proposal:***

The consultation seeks views on whether there are any circumstances when the Council should not favour offering the extra relief for revaluation support because it would be against the local community's or public interest to do so. For example, public interest grounds could include concerns over the associated negative impact a particular type of business may have on the local environment, health and wellbeing or public order and anti-social behaviour concerns.

**Question 4 – Are there any circumstances when you believe that Haringey Council should not favour distributing extra business rates relief for 'revaluation support' because it would be against the local community or public's interest?**

- Many consultees referred to the proliferation of national charity shops, stating that this presence damages trade in certain areas of the borough. Respondents also highlighted the significant existing business rate relief available to them.
- Some consultees argued that a relief policy should reflect the Council’s approach to supporting certain sectors, with examples raised to discourage national chains and prioritising businesses that benefit the local community.
- Some consultees stated that were no circumstances in which the Council should not favour distributing relief on community or public interest grounds.
- Other respondents suggested that the Council should audit their businesses when deciding whether to give relief in order to filter the companies practicing ‘ethically’.
- Tattoo parlours, foreign exchange kiosks and pay day lenders were highlighted as specific examples of businesses regards which residents raised concerns.
- Concerns were raised regarding the criteria on which certain types of businesses are excluded from the relief on public interest grounds. It was argued that this largely depends on a case-by-case basis – and that implementing such a proposal would not appreciate that fulfilling public interest tests requires individual auditing.

**Question 5) From the list below, please identify any types of business or sectors that you believe Haringey Council should not favour distributing extra business rates relief for revaluation support to:**

<b>Business</b>	<b>Vote</b>
Pawnbrokers and pay day lenders	7
Betting & gambling premises	6
Empty & vacant units	5
Vape lounges	5
Fast food outlets	4
Estate and letting agents	3
Charity shops	3
Foreign exchange	3
Tattoo and piercing parlours	3
Coffee shops	2
Banks and building societies	2
Car dealers	2
Taxi services	2
Cinema	2
Hotels, hostels and B&Bs	2
Supermarkets and discount stores	2

- The consultation feedback shows that the most popular business type chosen not to receive discretionary relief was pawnbrokers and pay day lenders, followed by empty & vacant units, betting & gambling premises and food outlets. However, there is not a significant difference in votes between these businesses and others listed in the above table.
- Some consultees elaborated on suggestions to exclude empty units, stating that they counter the work to promote the high street scene.
- Some respondents chose not to select any business types and some believed that no business should be excluded from the relief.
- Some consultees suggested other criteria for excluding businesses, such as turnover thresholds and scale, arguing that in some cases those businesses will face reduced business rates in other parts of the country that offset their rate increases in Haringey.

#### **Haringey Council response**

There was a mixed response to the proposal to not favour distributing extra business rates relief if it was against the local community or public's interest. Although several business types were highlighted in the consultation feedback, such as pawn brokers, pay day lenders and betting premises, who received the highest votes, the number of votes for these business types was not significant.

The consultation results illustrate that the votes for businesses are widely spread, with no sizeable lead among any one business type. Moreover, although there are a number of business types that received the highest votes, the results show a marginal vote difference between several businesses, and thus we believe it is inconclusive to suggest that residents have a clear view whether certain businesses should be automatically excluded from the relief.

There were also implementation issues raised in excluding whole sectors of the economy. We recognise that some consultees suggested that excluding whole business types from the relief should require each business to be individually audited, which would have administrative impacts for the Council. We will consider this when forming a policy position.

#### **Question 6 – Do you have any other views and ideas?**

- Some consultees suggested that the Council means-tests the way in which discretionary relief is distributed to businesses, to ensure that the money reaches the appropriate recipients.
- Some consultees suggested distributing the relief by geographical area and thus avoiding particular streets where certain business types are dominant.
- Other consultees stressed the need to ensure that the discretionary relief is distributed quickly and reaches businesses so that they can begin to benefit from the relief.

- Some of the consultees believed that the consultation should not determine the Council's discretionary relief policy as there are concerns regarding businesses deciding whether another business should or should not receive relief. Concerns were also raised regarding the consultation turnout and its affect on the legitimacy of the results.
- The Greater London Authority suggested that the Council holds back a portion of its 2017-18 funding until the Government has announced its final position on reprofiling funding across different financial years, in order to allow greater flexibility.

### **Haringey Council response**

We believe the discretionary relief policy should be simply and relatively easy to administer so that the relief money reaches businesses as soon as is practicable. It would be both time-consuming and burdensome to means test businesses in Haringey and would result in a delay for payments to reach businesses that need the relief.

We also reflect on the feedback from the various business forums that engaged orally with the consultation process and emphasised the need to distribute the relief as quickly as possible to support businesses that have seen an increase in their business rate bills.

We disagree that discretionary relief should be distributed by geography, including restricting relief to businesses in particular geographical area, because we believe this is an unfair and arbitrary way to allocate relief. Our proposals allow businesses in every ward of the borough to benefit from business rates relief that is proportional to the business rate increase they are facing following this year's revaluation.

In response to holding back a proportion of the 2017-18 funding until the Government makes a decision on reprofiling funding across years, we agree that flexibility is important in the discretionary relief scheme. Our current modelling projects a small underspend, allowing a sum of money to be held back until a decision is made.

We believe that the consultation is the best way to inform our recommended policy approach to distribute the discretionary relief. For both Questions 2 and 3, the consultation has produced a clear result in favour of the proposed options, with Questions 4 and 5 illustrating inconclusive results for the public interest test. We accept the consultation's findings and believe they form a credible basis for the Council's recommended policy.

## **Haringey Council's Discretionary Business Rates Relief – Revaluation Support Policy**

Under Section 47 of the Local Government Finance Act (1988),<sup>1</sup> Haringey Council has the discretionary power to award relief on business rates where “it is satisfied that it would be reasonable for it to do so, having the regard to the interests of persons liable to pay council tax set by it.”<sup>2</sup>

This policy document sets out:

How Haringey Council will using its discretion to offer business rates relief to local rate-payers:

- Through a discretionary relief – revaluation support scheme that distributes Haringey’s allocation of Government funding (**outlined in s1.2 below**) across local businesses facing an increase in their business rate bills. The amount of relief given to a given business will be proportional to the amount that a businesses’ bill has increased by year on year.
- This provision is focused on small and medium sized firms and independents, over multinational and large national businesses with high turnovers, on the basis that the latter are financially more likely to be able to pay higher business rate bills than the former.

The document is set out in three separate sections. These outline as follows:

- Section 1 - Background
- Section 2 - How Haringey Council will use its discretionary power to provide business rates relief – revaluation support
- Section 3 - The decision review process

### **Section 1 - Background**

- 1.1 The Government has undertaken a national revaluation of all commercial premises in England and Wales. From 1st April 2017, all premises in the borough were assigned a new ‘rateable value’ by the Valuation Office, used to calculate the level of business rates charged to their occupier. The last time there was a revaluation was in 2010. The 2017 revaluation has resulted in the business rate bills of many premises in Haringey increasing significantly.
- 1.2 In the Government’s Budget on the 8th March 2017, the Chancellor announced £300mn of extra funding for local authorities to provide discretionary relief to those businesses facing increases in their business rate bills following the revaluation. The Government has described this initiative as ‘revaluation support.’ Haringey’s allocation of the Government’s funding for discretionary relief is £2.08mn spread across the next 4 years.
- 1.3 Local authorities have the power to design their own discretionary business rates relief scheme to determine how the funding for ‘revaluation support’ is distributed across

<sup>1</sup> As amended by Section 69 of the Localism Act (2011)

<sup>2</sup> The DCLG’s discretionary business rates proposal:

<https://www.gov.uk/government/consultations/discretionary-business-rates-relief-scheme>

businesses locally. The Government has placed a condition that this extra relief can only be targeted at businesses that will see their rates bills increase in April 2017 as a result of the revaluation.

1.4 Under Section 47 of the Local Government Finance Act (1988),<sup>3</sup> Haringey Council has the discretionary power to award relief on business rates where “it is satisfied that it would be reasonable for it to do so, having the regard to the interests of persons liable to pay council tax set by it.”

1.5 Summary of DCLG grant conditions<sup>4</sup> & Haringey allocation:

(i) As per DCLG’s consultation, the conditions will require the grant to be used to support only ratepayers facing an increase in their bills following revaluation; and to require billing authorities to consult their major precepting authorities and, where appropriate, combined authorities, before adopting any discretionary relief support scheme. In Haringey’s case this is the GLA.

(ii) The extra discretionary relief is used to support only those rate payers who are facing an increase in their business rate bills following the revaluation after all other adjustments (e.g. other relief schemes) have been applied.

DCLG have also stated, “further assume, by and large, more support will be provided to”:

- Ratepayers or localities that face the most significant increase in bills
- Ratepayers occupying lower value properties (i.e. properties with a rateable value below £200,000)

(iii) Haringey will be provided an allocation of £2.08mn over the next 4 years for offering this extra relief. This comprises £1.213 million for 2017-18, £0.589 million in 2018-19, £0.243 million in 2019-20 and £0.035 million in 2020-21 (the last three years to be applied locally in year two).

## **Section 2 – Business rates relief for small and medium sized firms and independents**

2.1 A discount on business rates will be given to businesses if it is demonstrated that they satisfy, parts A & B of the criteria table below.

2.2 Should all parts of the criteria be satisfied, Haringey Council will use its discretionary power to automatically apply **42% relief** in year one (2017/18<sup>5</sup>) against any increase that remains in business rates relief after all others discounts<sup>6</sup> have been applied; and with a threshold of

<sup>3</sup> As amended by Section 69 of the Localism Act (2011)

<sup>4</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/598261/Discretionary\\_Business\\_Rates\\_Relief\\_Scheme\\_consultation.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/598261/Discretionary_Business_Rates_Relief_Scheme_consultation.pdf)

<sup>5</sup> A financial year begins on the 1<sup>st</sup> April and lasts for 12 months i.e. the 31<sup>st</sup> March

<sup>6</sup> **Small Business Rates Relief:** From April 2017, the Government have significantly increased the threshold for small business rates relief. In Haringey we estimate that the total amount of small business rates relief we give out will increase from £4.5mn at present to £7mn in 2017/18.

rate increases comprising of £500 or more. We consider this threshold follows the spirit of the discretionary relief scheme by supporting those businesses hardest hit by rates increases. This rationale is also informed by the large administrative cost if there was not a threshold; set against the comparatively low level of relief to businesses.

2.3 In year two (2018/19) the remainder of the four year fund is to be applied at a percentage discount equating to approximately 31% relief (based on a like for like caseload re 2017/18 of business occupants in the scheme).<sup>7</sup>

2.4 This relief scheme is to be applied borough-wide.

2.5 **Exclusions:**

**2.5.1 Multinational and national chain companies\***

This local scheme excludes premises occupied by multinational and national chain companies. The Government's relief guidance states that Local Authorities should give preference to small and medium-sized businesses; and this corresponds with the local discretionary relief consultation, which showed a majority of responses in favour of prioritising relief to small, medium-sized and independent businesses. It is considered that multinational and national chain businesses are better equipped to cope with the increase in business rates than small, medium-sized and independent businesses in Haringey. It should also be noted that these larger businesses occupy premises around the country, where in many areas business rates have fallen following the 2017 revaluation. As a result, many of these businesses' rate increases in Haringey will be offset by business rate decreases in other parts of the country.

*\*A group of outlets owned by one company and spread across various locations nationwide or worldwide, with similar appearance and providing similar services or goods across the outlets.*

**2.5.2 Excepted hereditaments and wider public sector**

In accordance with s 47 Local Government Finance Act 1988 certain properties are excluded from discretionary business rates relief. These are properties that are occupied in full or part (otherwise than as trustee) by the billing authority, a precepting authority (in this case the GLA), or by any of the GLA's functional bodies: (i) Transport for London (TfL); (ii) the Mayor's Office for Policing and Crime (MOPAC) (responsible for the Metropolitan Police Service); (iii) the London Fire & Emergency Planning Authority (LFEPA) (including the London Fire Brigade), (iv) the London Legacy Development Corporation (LLDC), and (v) the Old Oak and Park Royal Development Corporation (OPDC). Moreover, we are minded not to extend

*Continued from previous page - Transitional Relief:* The Government have set a series of caps on the year on year increases for those businesses that will see their bills increase following the revaluation. These caps range from a 5% annual increase for smaller businesses to 42% increase for the largest. In Haringey we estimate that the total amount of transitional relief we will give out in 2017/18 will be £10mn.

**Charitable Relief:** Registered charities are entitled to 80% discounts on their business rates bills. In Haringey we give around £6.5mn of charitable relief annually. We also have a local discretionary relief scheme that gives out additional business rates relief to a wider group of voluntary and community sector organisations.

**After all adjustments to bills for the above relief scheme:** For 2017/18, an additional £3mn in business rates will be collected in Haringey. As transitional relief is phased out over the next 5 years, this will rise to an additional £13mn.

<sup>7</sup> Combining years 2, 3 and 4 funding during year two is subject to confirmation from Government during 2017/18.

the fund to wider public sector organisations. We believe this is in line with the aims of the fund, which are to support business and promote growth. Therefore, we believe it is best to support those small, medium-sized and independent businesses in Haringey facing difficulties.

### 2.5.3 Further eligibility considerations

Businesses that have not occupied premises in the borough for the full 2016/17 financial year and/or have left the borough since 1<sup>st</sup> April 2017 will not be included in the scheme. It is considered that their inclusion with limited funds would not be prioritised; and would involve a disproportionate administrative burden to calculate a pro rata relief. Businesses that have occupied premises in Haringey for the full financial year are to be prioritised. Also, there are other reliefs that may be available to new businesses in the borough.

Furthermore, as per section 1.5, the scheme applies to ratepayers occupying properties/premises with a rateable value below £200,000.

CRITERIA	REQUIREMENTS FOR OCCUPIER TO SATISFY
Part A – pre-qualifying conditions	<p>To be eligible to be considered for discretionary relief, the occupier must be:</p> <ol style="list-style-type: none"> <li>1. Occupying rateable premises in Haringey</li> <li>2. Not subject to investigation by the relevant regulator</li> <li>3.               <ol style="list-style-type: none"> <li>a) If the applicant is a company limited by guarantee, able to evidence that accounts are up to date and filed with Companies House. If the applicant is structured in another way, able to evidence a robust business plan which highlights how the premises they occupy assists in the delivery of the organisation’s objectives</li> <li>b) Not receiving more public-funded aid than EU State Aid de Minimis rules permit (an organisation must not have received public-funded aid to support commercial activities exceeding a total of 200,000 Euros over a 3 year period – this includes all reliefs, grants, subsidies and guarantees received from public bodies)</li> </ol> </li> </ol>
Part B – application of revaluation support discount	<p>Provision for small and medium sized firms and independents:</p> <ol style="list-style-type: none"> <li>1. The Council will automatically allocate discretionary business rates relief where the ratepayer’s increase is £500 or more (estimated relief, 42% in 2017/18 and 31% in 2018/19)</li> <li>2. Exclusions summary               <ol style="list-style-type: none"> <li>a) Multinational and national chains</li> <li>b) Excepted hereditaments and wider public sector</li> <li>c) Businesses not located in the borough for the duration of 2016/17 and/or have left since April 2017</li> <li>d) Those with premises rateable values over £200,000</li> <li>e) Those with business rates rises below £500</li> </ol> </li> </ol>



	<p>3. A contingency will be retained of approximately £50,000 to be used on an exceptional basis to target support to organisations that are facing hardship and contribute to the Council's business growth priorities. The decision to allocate this aspect of the relief is to be taken by the section 151 officer.</p>
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### **Section 3 - Making the decision over offering discretionary business rates relief – revaluation support**

- 3.1 The relief will be applied automatically under the outlined criteria. Therefore no application process is needed.
- 3.2 Under the Local Government Finance Act (1988) there is no right of appeal against the Council's use of discretionary powers. However the Council will accept a ratepayer's written request for a further review of the decision if the ratepayer has concerns that the decision has not been made within the framework set out in this policy document, and that this is supported by further written information or evidence and made within one calendar month of the decision.
- 3.3 Any review would be taken by a different person from the person who made the decision to which the review relates, and shall normally be carried out within 28 days from the date that the review request is received by the Council.
- 3.4 This policy sets out guidelines as to the distribution of relief under this scheme. As a discretionary scheme, the Council will consider all cases on individual merit.

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**Appendix C - Discretionary Business Rates Relief – Revaluation Support  
(June 2017)**

**Please note: This is an indicative list of multinational and national chain businesses excluded under the recommended policy option. Business properties/premises with rateable values in excess of £200,000 are not all listed here due to their being excluded separately under the proposed scheme.**

**For the purposes of this scheme we have defined multinational and national chain companies as a group of outlets owned by one company and spread across various locations nationwide or worldwide, with similar appearance and providing similar services or goods across the outlets.**

Abbey National/Santander

Aldi

Argos

Arriva

Asda

Barclays

Barnado's

Bet Fred

Blue Inc

Body Shop

Boots

B.P

British Heart Foundation

Cancer Research

Carphone Warehouse

Cashino Gaming

Cini UK

Claire's Accessories

Co-Operative Travel

Coral Racing

Corporation of London

Costa Ltd

Everything Everywhere

Fedex UK

First Sport

Foot Locker

Foto Plus

Foxtons

Greene King

Greggs

H & M

Halfords

Halifax

**Appendix C - Discretionary Business Rates Relief – Revaluation Support  
(June 2017)**

Hawes & Curtis  
Hiremech  
Holland & Barrett  
HSBC  
Hutchison 3g  
Iceland Frozen Foods  
JD Wetherspoon  
J Sainsbury  
Jennings Racing  
Kwik-Fit  
Ladbrokes Racing  
LIDL  
Linens Direct  
Lloyds Bank  
Lloyds Pharmacy  
Maplin Electronics  
Marks and Spencer  
McDonalds  
Metro Bank  
Mitchells & Butlers  
Moss Bros  
Mothercare  
Nandos  
Nationwide Building Society  
Nat West  
Network Rail  
Oxfam  
Paddy Power  
Peacocks  
Perfect Chicken Express  
Post Office  
Poundland  
Power Leisure  
Rank Amusements  
River Island Clothing  
Safestore PLC  
Savers Health & Beauty  
Screwfix  
Selco Builders  
Shelter  
Shozone  
Shoefayre

**Appendix C - Discretionary Business Rates Relief – Revaluation Support  
(June 2017)**

Schuh  
Signet Group (Ernest Jones)  
Specsavers  
Sports Direct  
Starbucks  
Stonegate pub Company  
Superdrug  
TK Maxx  
Tesco's  
The Card factory  
The Mall Partnership  
The perfume Shop  
Toni & Guy hairdressers  
Topps Tiles  
Tottenham Hotspur  
Transport for London  
Travis Perkins  
TSB Bank  
TUI Ltd  
Virgin Media  
Vision Express  
Vodafone  
Waitrose  
Wickes  
Wilkinson  
Woolwich Tavers  
Bonmarche Ltd  
Cash Converters  
General Transport Services Ltd  
Jeeves of Belgravia  
KFC  
Tiger Retail  
The Pickled Pub Company  
Sam 99p Stores  
Big K Charcoal Merchants  
Game retail  
Hawes & Curtis  
Whittalls wine Merchants  
Home Tiles Ltd  
The Money Shop  
Currency Exchange Corporation  
Caffe Nero Group

**Appendix C - Discretionary Business Rates Relief – Revaluation Support  
(June 2017)**

Bairstow Eves  
Telefonica UK  
Brook Street  
Howden Joinery  
Traid

**Equality Impact Assessment Screening Tool**

1	Lead officer contact details: Otis Williams			
2	Date: 09/06/17			
3	Summary of the proposal: <b>Discretionary Business Rates Relief – Revaluation Support</b>			
	<b>Response to Screening Questions</b>	<b>Yes</b>	<b>No</b>	<b>Please explain your answer.</b>
<b>a) Type of proposal</b>				
4.	Is this a new proposal or a significant change to a policy or service, including commissioned service?		No	This is a proposal to allocate additional relief to businesses affected by increased business rates.
5.	Does the proposal remove, reduce or alter a service or policy?	Yes		Yes, this proposal provides additional support to eligible businesses.
6.	Will there be a restructure or significant changes in staffing arrangements? Please see the restructure pages for guidance for restructure EqIAs.		No	-
7.	If the service or policy is not changing, have there been any known equality issues or concerns with current provision. For example, cases of discrimination or failure to tackle inequalities in outcomes in the past?		No	None known.
<b>b) Known inequalities</b>				
8.	Could the proposal disproportionately impact on any particular communities, disadvantaged or vulnerable residents?		No	The funding will be distributed in proportion to rises in business rates and will favour smaller, independent businesses.

9.	Is the service targeted towards particular disadvantaged or vulnerable residents? <i>This can be a service specifically for a group, such as services for people with Learning Disabilities. It can also be a universal service but has specific measures to tackle inequalities, such as encouraging men to take up substance misuse services.</i>		No	The proposal will provide opportunities to support the growth of small and medium size businesses which could have a positive impact on economic development and employment opportunities in the borough. There is high level of deprivation in the borough, particularly in the east, and so any mechanism to encourage economic development will have a positive impact for communities, including BAME communities living in poverty, who are more likely to be unemployed.
10.	Are there any known inequalities? For example, particular groups are not currently accessing services that they need or are more likely to suffer inequalities in outcomes, such as health outcomes.		No	None known.
11	If you have answered yes to at least one question in both sections a) and b), Please complete an EqIA.			<p>If a decision is taken not to proceed with a full EqIA, please document carefully your reasons here:</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> <li>• <i>The proposal is likely to have no/minimal impact on groups that share the protected characteristics or other disadvantaged groups</i></li> <li>• <i>The service currently is effective in tackling inequalities and it is not changing</i></li> <li>• <i>Any changes will not have any impact on service users, residents or staff</i></li> </ul> <p><b>We believe that the proposal is likely to have no/minimal negative impact on groups that share the</b></p>



				protected characteristics, or other disadvantaged groups. Please see section 8.8-8.10 of the relevant cabinet report.
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Report for: **Cabinet 20 June 2017**

Item number:

Title: **Leaseholder Policy on Regeneration Sites. (Draft revised Estate Renewal Rehousing and Payments Policy for consultation)**

Report authorised by: **Lyn Garner**

Lead Officer: **Alan Benson**

Ward(s) affected: **All**

Report for Key/  
Non Key Decision: **Key Decision**



## **1. DESCRIBE THE ISSUE UNDER CONSIDERATION**

- 1.1. The primary purpose of this report is to set out a clear set of commitments to residents whose properties will be demolished as part of estate renewal and regeneration schemes. It is proposed that this sets a benchmark for the housing options that must be offered on a borough wide basis, by being incorporated within a review of the Estate Renewal Rehousing and Payments Policy (ERRPP), which was approved by Cabinet in July 2016.
- 1.2. This report seeks Cabinet approval to consult on changes to this policy which will:
- clarify the Council's commitments to tenants
  - extend the options for leaseholders beyond the statutory minimums set out in the existing ERRPP
  - extend the commitment to all Haringey Development Vehicle schemes and Housing Association schemes where the Council determines it has a strategic interest
  - respond to the recent publication of guidance on estate regeneration by the Department of Communities and Local Government and the Mayor of London and the issues around the Secretary of State's decisions on the Aylesbury Estate

## **2. CABINET MEMBER INTRODUCTION**

- 2.1. Estate renewal is progressing on schemes across the borough and major future development is now taking shape through the Haringey Development Vehicle. In light of this, and new guidance from Government and the Mayor of London, it is essential that the Council is clear on its commitments to existing residents. This requires a review of the existing Estate Renewal Re-housing and Payments Policy, to leave no doubt that local people will benefit first and foremost from any renewal scheme in Haringey.
- 2.2. In this revised policy, Haringey Council is offering a guaranteed right to return for tenants and resident leaseholders, a commitment to maintain existing terms and conditions for tenants, and a package of options to ensure that leaseholders and freeholders are able to purchase a new home. These commitments will apply to Council renewal schemes as well as to estate renewal undertaken by the Haringey Development Vehicle, and by Housing Associations where Haringey Council has a strategic interest in the scheme. These commitments form a benchmark that goes beyond the current standard for regeneration schemes, but can be extended even further on individual schemes.

- 2.3. However, it is important that these proposals are supported by the local community, in particular by residents in areas that will be undergoing renewal. It is also important that our partners in these schemes have an opportunity to feed into these proposals. The forthcoming consultation will seek to measure support for these proposals and to help shape the commitments.

**3. RECOMMENDATIONS**

It is RECOMMENDED that the Cabinet:

- 3.1. Approves the draft Estate Renewal Rehousing and Payments Policy (Appendix 1) for consultation and in particular:
- a) The application of this policy to all estate renewal schemes of 50 or more properties led by the Council
  - b) The extension of this policy to schemes led by the Haringey Development Vehicle, and Housing Association schemes where the Council determines that it has a strategic interest
  - c) The commitment to all residents that:
    - No tenant, leaseholder or freeholder will be financially worse off as a result of estate renewal
    - All tenants will have a guaranteed right of return to an appropriate sized home on an equivalent social tenancy at an equivalent rent
    - All tenants who wish to move away will be supported to do so
    - All resident leaseholders and freeholders will have a guaranteed right of return, and will have an offer of a home that is affordable to them, either on an open market, shared equity or shared ownership basis
- 3.2. Notes that the Policy allows for individual regeneration schemes to offer additional options above and beyond those in this Policy where these are viable and appropriate for the scheme.
- 3.3. Approves the setting aside of the Council's revision to its Allocations Policy in April 2017 which restricted of eligibility for social housing on the basis of incomes and savings, where the offer is part of an estate renewal scheme covered by this policy.
- 3.4. Approves the consultation plan set out at paragraphs 6.51-6.54
- 3.5. Notes that, following 3.3 above, a further report will be submitted to the Cabinet which will include a summary of the consultation outcomes, a full Equalities Impact Assessment and a final updated Estate Renewal Rehousing and Payments Policy for approval, in line with the outline timetable set out at 6.54].

**4. REASONS FOR DECISION**

- 4.1. The reason for recommendation 3.1 is to bring the existing Policy into line new national and regional guidance and to set out within it a clearer offer to all residents on renewal schemes in Haringey.
- 4.2. The reason for recommendation 3.2 is to ensure that while the Policy sets an effective benchmark for all renewal schemes, it does not constrain individual schemes from making additional offers.
- 4.3. The reason for recommendation 3.2 is to ensure that tenants and leaseholders are not restricted from moving or becoming tenants by recent changes to the Allocations scheme; in order to enable a full range of options to be offered.
- 4.4. The reason for recommendation 3.4 is that while there was consultation on the existing ERRPP in 2015/16, the draft revised ERRPP sets out a much clearer and more extensive offer to residents.
- 4.5. The reason for recommendation 3.5 is to ensure Cabinet have sufficient time to consider the outcomes of the consultation and the findings of the EqIA before formally adopting the policy.

**5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1. To retain the existing ERRPP with no change. This was rejected because the current ERRPP is, in effect, no more than a statement of the statutory minimums to which tenants and leaseholders are entitled. It sets out a general aim to achieve the outcomes set out in the draft revised ERRPP, but makes no commitment to these. It leaves any commitments and any additional offers over and above the statutory minimum to be determined on a scheme by scheme basis. This is a legally defensible position but is not one that promotes confidence among residents and as such does little to garner resident support for proposed these estate renewal schemes.
- 5.2. To include all commitments being discussed in some current schemes as the Borough baseline. This was rejected because there are some schemes where the financial viability and the detail of the scheme itself may allow it to make offers over and above those set out in the draft revised ERRPP, such as gifted equity shares or enhanced compensation payments. However setting these as the borough baseline may well render some proposed regeneration schemes unviable, or at a minimum reduce the finding available for the scheme as a whole. As such, this would not be in the wider interests of all residents in the regeneration area.
- 5.3. To apply this new Policy solely to Council renewal schemes. This was rejected because it would exclude the HDV and schemes where the landlord is a Housing Association (eg Wood Green) from the Policy. As the HDV will play a major role in future estate renewal in Haringey it is essential residents have confidence that the commitments in the Policy will be delivered by the HDV. Similarly, while the Council is not the landlord in Wood Green it has a strategic interest in ensuring this renewal scheme is a success and thus ensuring residents have confidence that they will benefit from the scheme.

## 6. **BACKGROUND INFORMATION**

### **Introduction**

- 6.1. Priority 5 of Haringey's Corporate Plan is focused on the delivery of new homes to "*Create homes and communities where people choose to live and are able to thrive*". This aim is also a key objective 1 of the Haringey Housing Strategy 2017-2020, where the Council committed to "*Achieve a step change in the number of new homes built*".
- 6.2. The drive for new housing forms part of the Haringey Council's overall ambitions for regeneration and growth. The council's vision for regeneration includes new and improved housing alongside other measures including better local town centres; enterprise, employment and training; transport; health; education; community safety; and environmental improvements.
- 6.3. The Housing Strategy also commits to "*minimise the disruption experienced by those living closest to major development sites and give a high priority to involving affected residents at an early stage, so they are able to influence plans and shape the outcomes*"

### **The current Estate Renewal Rehousing and Payments Policy**

- 6.4. In July 2016, the Cabinet approved the Estate Renewal Rehousing and Payments Policy (ERRPP), which applies to all schemes where 10 or more units are being improved or redeveloped.
- 6.5. The existing ERRPP sets out the statutory disturbance and Home Loss payments for tenants and leaseholders, and details on how to claim. It sets out a general aim that people should be able to return to the regeneration area and a similar general aim about maintaining tenancy terms and conditions. It also set out the statutory minimum offer for leaseholders and freeholders. Any further formal commitments to residents and any additional assistance to residents over and above the statutory minimum were left to be decided by each individual estate renewal scheme.
- 6.6. The ERRPP was subject of extensive discussion and formal consultation with stakeholders, including potentially affected tenants, leaseholders and freeholders and their advisors. The formal consultation on the draft policy started on 17th November 2015 and closed on 14th February 2016.
- 6.7. A total of 96 written responses were received to the consultation, with contributions from 8 public meetings held throughout the borough. Following consultation, the policy was amended and approved by the Cabinet on 12 July 2016.

### **Reasons for revising the current ERRPP**

- 6.8. The ERRPP focuses primarily on the payments and rehousing options for tenants. But with estate renewal progressing on Love Lane and High Road West and with future development taking shape through the HDV, it is clear that commitments to affected residents need to be clarified and strengthened, particularly for leaseholders and freeholders where the EERP is silent beyond statutory minimums. The draft revised ERRPP sets out much clearer commitments and a full set of options for leaseholders and freeholders.
- 6.9. The proposed development of Wood Green, where the housing landlords are housing association partners, has also raised the issue of whether the ERRPP should be extended to these residents. Where the Council has a clear strategic interest in an estate renewal

scheme, as it does in Wood Green, there is a compelling case to extend the commitments in the ERRPP to those residents and work together with the partner Housing Associations or HDV to deliver this. The draft revised ERRPP allows the Council to extend the commitments in the Policy to renewal schemes where the Council determines it has an interest in doing so.

- 6.10. The Government has also recently published guidance on estate regeneration, as has the Mayor of London in his ‘Draft good practice guide to regeneration’. This latter document identifies a number of key issues, such as the right to return, and is clear that future bids for funding for estate renewal schemes will have to demonstrate that they meet the standards set on those issues. The draft revised ERRPP meets all those standards.
- 6.11. The decision by the Secretary of State to block LB Southwark’s CPO on the Aylesbury Estate also raised significant issues around the payments and rehousing options for residents on estate renewal schemes. Although the Secretary of State has subsequently removed that block, the issues raised with regard to the offer to residents need to be addressed to ensure that and future renewal schemes in LB Haringey are not similarly caught out. As the current position on Aylesbury is understood, the draft revised ERRPP should ensure that this does not happen.

#### **General principles on the right of return and affordability**

- 6.12. Haringey Council is committed to ensuring all residents have a right to return when their homes are being demolished as part of a renewal scheme. A range of options will be made available to ensure those who wish to remain in or close to the regeneration area can do so and those who wish to move elsewhere in Haringey are enabled to do so.
- 6.13. Haringey Council is also committed to ensuring that the new homes are affordable to tenants, leaseholders and freeholders and that no resident should be financially worse off as a result of the renewal scheme. But this does not mean that every tenant, leaseholder and freeholder will pay exactly the same housing costs after the move as they did before the move. Some will inevitably pay a little more; some will pay a little less. The policy describes the commitments in more detail but in principle:
- **For tenants:** The commitment that they will not be financially worse off as a result of the renewal scheme is deemed as being met by the provision of Home Loss and Disturbance payments to cover the costs of moving and by the commitment to an equivalent social rent. The commitment to ensuring that the new home is at an equivalent social rent is met by ensuring that where a tenant is on a social rent, then the new rent will also be a social rent, calculated according to the rent policies of the new social landlord, and not any higher rent that might be charged for an “Affordable Rent” an “Intermediate Rent” or a market rent home.
  - **For resident leaseholders and freeholders:** The commitment that they will not be financially worse off as a result of the renewal scheme is deemed as being met by the provision of Home Loss and Disturbance payments to cover the costs of moving and the commitment to ensuring there is always an offer available to them at a cost no greater than their current housing offer. This offer may be open market purchase, shared equity or shared ownership, either within or outside the regeneration area.
  - **For non-resident leaseholders and freeholders:** The commitment that they will not be financially worse off as a result of the renewal scheme is deemed as being met by the statutory provisions.
- 6.14. The Council will assess each resident’s circumstances individually, and this document sets out the payments and rehousing options available to the majority of residents. However, in

all cases, the overriding aim of this policy is to ensure that no secure or assured tenant and no leaseholder or freeholder on the estate is worse off because of the regeneration and that all will have a right of return. These principles will guide the Council when seeking a solution in circumstances that are not explicitly covered by this Policy, or where it would be inappropriate to apply this Policy. However, while the Council will seek to ensure that residents are no worse off as a result of any regeneration scheme, this Policy does not seek to resolve financial problems or tenancy issues of existing residents where these issues are not caused by the regeneration scheme

### **Key commitments for tenants**

- 6.15. The draft revised ERRPP sets out the following three key commitments:
- 6.16. **No tenant will be financially worse off as a result of estate renewal.** This is delivered by ensuring that all tenants will receive a Home Loss payment, which is compensation for losing their home, and a disturbance payment, which will cover the costs of moving.
- 6.17. **All tenants will have a guaranteed right of return on equivalent terms.** This is delivered by committing to the following:
- That all tenants have a right to return to a replacement home in the new development should they wish to do so. This home will be of an appropriate size for their family, which will mean that some tenants may have new homes that are larger and some smaller than their current home.
  - That all tenants will be offered an equivalent social tenancy, which may be a secure or assured tenancy, depending on their landlord, but one which guarantees the same tenancy conditions as their existing tenancy.
  - That all tenants will have an equivalent social rent. This may not be exactly the same rent as some will move to larger or smaller properties and some social tenants currently have rents above or below the target social rent for their property. But it will in all cases be an equivalent social rent determined by the national rent formula not an 'Affordable Rent' set at up to 80% of market value or other form of rental product.
  - That family members living with them will retain their succession rights.
  - That Council tenants will retain the Right to Buy, although this may not apply for some Housing Association and HDV schemes
- 6.18. **All tenants who wish to move away will be supported to do so.** This is delivered by putting tenants into category A for choice based lettings once a decision has been made to go ahead with the estate renewal scheme, or offering advice and support to those that wish to leave the borough altogether.
- 6.19. The Council's revisions to its Allocations Policy in April 2017 restricted eligibility for social housing on the basis of incomes and savings. These restrictions will not apply to an offer of rehousing for existing social tenants, where this offer is part of an estate renewal scheme covered by this policy.
- 6.20. The Policy sets out more detail on the qualifying criteria and Government regulations that apply to all these commitments.

### **Key commitments for resident leaseholders and freeholders**

- 6.21. The draft revised ERRPP sets out the following three key commitments:
- 6.22. **No resident leaseholder or freeholder will be financially worse off as a result of estate renewal.** This commitment is delivered by ensuring that all tenants will receive the full market value for their home, a Home Loss payment, which is compensation for losing their home, and a disturbance payment, which will cover the costs of moving.



6.23. **All resident leaseholders and freeholders will have a guaranteed right of return.** This is delivered by committing to the following:

- That all leaseholders and freeholders have a right to purchase a replacement home in the new development should they wish to do so.
- For leaseholders or freeholders who can't afford to buy the new home at full market value, but can afford to buy at least 60%, a shared equity offer will be made
- For leaseholders or freeholders who cannot afford to buy 60% but can afford to buy at least 25%, a shared ownership offer will be made
- For leaseholders or freeholders who cannot afford to buy even 25% of a replacement home, the Council will review each household on a case by case basis to provide the most suitable housing offer they can afford, which may include an offer of a social rented home.

6.24. **All resident leaseholders and freeholders tenants who wish to move away will be supported to do so.** This is delivered by committing to the following:

- Providing support and advice to purchase a replacement home elsewhere in the borough if they wish to do so
- For leaseholders or freeholders who cannot afford to buy a replacement home in the borough at full market value, but can afford to buy 60%, a shared equity offer will be made.

6.25. There will be no shared ownership offer outside the regeneration area, and no shared equity offer outside the borough.

6.26. There will also be no right of return, shared equity or shared ownership offer for non-resident leaseholders, who will receive the statutory compensation.

6.27. The Policy sets out more detail on the qualifying criteria and Government regulations that apply to these commitments. However, the shared equity and shared ownership options are explored a bit further below as they are novel elements of the draft revised ERRPP.

#### **The leaseholder and freeholder offer**

6.28. The proposed new policy will offer rehousing options to leaseholders and freeholders who have been resident for 12 months prior to the date of eligibility and who do not own any other leasehold or freehold interests. In the options below, these are described as 'eligible leaseholders and freeholders'.

#### **Buying one of the new properties outright**

6.29. Leaseholders and freeholders are eligible to buy one of the new properties outright if they are able to raise sufficient finance. They will primarily be their compensation received as a result of the acquisition of their existing property but they are able to choose to put additional capital into the purchase or raise a mortgage if they wish.

6.30. Leaseholders and freeholders choosing this arrangement are, subject to their personal finances, able to buy a property which is larger than the one where they have been living.

#### **Buying a property in a Shared Equity scheme**

6.31. The new properties for sale will generally be of a higher value than the existing properties being acquired. Eligible leaseholders and freeholders may however be able to buy one with an equity loan from the landlord (whether Haringey Council, the HDV or the Housing

association) which will enable them to have similar housing costs compared with their existing property.

- 6.32. A shared equity scheme is where the leaseholder owns the whole property but the provider/landlord makes an equity loan for a proportion of its value.
- 6.33. Eligible leaseholders and freeholders must agree to put the full value of their existing property, plus any home loss payment, into the purchase of the new property. The leaseholder's contribution will be made up of:
- The market value of the property being acquired (made up of any equity in the property plus the outstanding mortgage)
  - Any home loss payment (10% of the market value of the property being acquired, subject to statutorily defined limits).
  - Any other capital or savings they may want to put into the purchase.
- 6.34. The leaseholder or freeholder must be able to buy at least 60% of the equity of the property. This is lower than most shared equity schemes currently available through Housing Associations, but the same level as the Government's London Help to Buy scheme. While setting a lower minimum share would enable more leaseholders and freeholders to take up the offer, the lower the minimum share is set the more cash from the renewal scheme would be tied up and therefore the less would be available for investing in the rest of the scheme.
- 6.35. The remaining proportion of the new build property will be funded by an interest free equity loan from the landlord, which will be secured as a charge on the property. There will be no repayments on the equity loan and it only needs to be repaid upon sale of the property. The leaseholder is responsible for repairs, service charges and all other costs associated with the new property.
- 6.36. Any increase or decrease in the value of the property at the point of sale will be apportioned between the leaseholder and the landlord or its appointed agent in line with their original contributions which are calculated as percentages.
- 6.37. The leaseholder is able to increase their share in the new property at any time, however in order to do so a new valuation of the property will need to be obtained so that revised percentage shares can be calculated as between the landlord's equity share and the leaseholder's equity share. This valuation, and any associated administrative costs, will be the responsibility of the leaseholder. The minimum amount by which they can increase their share of the equity at any one time is 10%.
- 6.38. New properties bought under this arrangement cannot have a greater number of bedrooms than the leaseholder or freeholder's existing property being acquired. The leaseholder is responsible for repairs, service charges and all other costs associated with the new property
- 6.39. This offer can be extended to new properties outside the regeneration area, but not outside the borough.

### **Buying a property in a Shared Ownership scheme**

- 6.40. A shared ownership arrangement is where the leaseholder owns only a share of the property, with the provider/landlord owning the remainder of the property. Rent is paid on the part of the property which is not owned by the leaseholder, in addition to any mortgage he or she may have on the share they own.

- 6.41. Eligible leaseholders and freeholders must agree to put the value of their existing property, plus any home loss payment, into the purchase of the new property. As with shared equity, the leaseholder or freeholder's contribution will be made up of:
- The market value of the property being acquired (made up of any equity in the property plus the outstanding mortgage)
  - Any home loss payment (10% of the market value of the property being acquired, subject to statutorily defined limits).
  - Any other capital/savings they may want to put into the purchase.
- 6.42. The leaseholder or freeholder must be able to buy at least 25% of the equity of the property. This is the lowest level for most shared ownership schemes currently available through Housing Associations, and setting it any lower would risk the danger of entering sub-prime lending.
- 6.43. However, the rent (usually 2.5% of the unsold equity) will be significantly reduced to ensure affordability. To ensure equal treatment with the Shared Equity, no rent will be charged on the first 40% of the property - as well as no rent being charged on the share they own.
- 6.44. This offer will be restricted to new properties in the regeneration area on the scheme as it is primarily intended to be a policy intervention to help keep communities together.
- 6.45. New properties bought under this arrangement cannot have a greater number of bedrooms than the leaseholder or freeholder's existing property being acquired. The shared owner is responsible for repairs, service charges and all other costs associated with the new property

#### **Other options for resident leaseholders and freeholders**

- 6.46. Resident leaseholders and freeholders who do not own or have a shared in another property and are unable to afford a 25% share in a new property will be considered on a case by case basis,
- 6.47. In some circumstances where eligible leaseholders/freeholders are unable to purchase another property (whether within Haringey or outside) they may be eligible to become a social housing tenant either in the regeneration area or in another part of Haringey. In this case the Council's revisions to its Allocations Policy in April 2017 high restricted eligibility for social housing on the basis of incomes and savings will not apply.
- 6.48. The proposed shared equity and shared ownership options described above represent the minimum offer to eligible leaseholders/ and freeholders. Individual regeneration scheme may wish to offer additional options where these are viable and appropriate for the renewal scheme.
- 6.49. As set out in the existing ERRPP, this policy does not offer compensation payments, rehousing options or a right to return to residents who are not qualifying tenants, leaseholders and freeholders - such private sector tenants, sub-tenants and squatters.

#### **Consultation and timetable**

- 6.50. To ensure a good response rate to the consultation, a booklet will be distributed to all Residents Associations in the Borough, setting out the proposals and asking for residents' views through a short questionnaire. This will also be made available on the Council's website, e-mailed to 10,000 residents on the Council's database and advertised through articles in local newspapers.

- 6.51. Tenants, leaseholders and freeholders on estates that may be potentially affected by estate renewal will be specifically targetted. This will include setting up meetings with the resident groups on these estates to present the proposals and record their feedback.
- 6.52. The formal consultation on the draft Estate Renewal, Rehousing and Payments Policy will run from June to end of August 2017. The headline dates for the next stages are as follows:

Date	Action
13 June 2017	Cabinet authority for consultation on revised ERRPP
Jun – Aug 2017	Consultation on changes to ERRPP
Sep – Oct 2017	Review consultation and redraft reports
November 2017	Cabinet considers consultation outcome, full EqIA and final updated ERRPP for approval

7. **CONTRIBUTION TO STRATEGIC OUTCOMES**

Corporate Plan

- 1.1. Priority 4: Sustainable Housing, Growth and Employment - Drive growth and employment from which everyone can benefit

*We will focus growth by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough's key community assets into more active use.*

- 1.2. Priority 5: Sustainable Housing Growth and Employment - Create homes and communities where people choose to live and are able to thrive

*Achieve a step change in the number of new homes being built  
Drive up the quality of housing for all residents*

Housing Strategy

- 1.3. In November 2016, the Council adopted a new Housing Strategy 2017-2020 with Key Objective 1 set out as "Achieve a step change in the number of new homes built".

- 1.4. Within the strategy, there were specific commitments to regeneration, in particular

- **4.1 Harnessing regeneration and growth to deliver our ambition for housing**  
*The Council's vision for regeneration includes new and improved housing alongside other measures including better local town centres; enterprise, employment and training; transport; health; education; community safety; and environmental improvements*
- **5.1 Maximising the number of new homes**  
*The Council's Local Plan sets out the council's long term vision for growth and how this can enable a continued supply of housing, including affordable housing*
- **5.4 Promoting Estate Renewal**  
*Carry out estate renewal in accordance with a fair and transparent policy which sets out residents' rights and expectations if they are affected by a renewal project.*
- **8.1 Promoting independence, health and wellbeing**  
*Ensure that our investment in council-owned homes makes an important contribution to the health and wellbeing of council tenants and leaseholders.*
- **8.4 Giving residents a stake in growth**  
*Seek to minimise the disruption experienced by those living closest to major development sites and give a high priority to involving affected residents at an early stage, so they are able to influence plans and shape the outcomes.*

8. **STATUTORY OFFICER COMMENTS (CHIEF FINANCE OFFICER (INCLUDING PROCUREMENT) ASSISTANT DIRECTOR OF CORPORATE GOVERNANCE, EQUALITIES)**

**FINANCE**

8.1. This report seeks cabinet approval of the revised Estate Renewal Rehousing and Payment Policy.

8.2. The core aspects of this document focuses on ensuring that:

- All tenants who are displaced as a result of estate regeneration programme are not financially worse off and guaranteed right of return to an appropriate sized home on an equivalent social tenancy at an equivalent rent.
- All tenants who wish to move away will be supported to do so.
- All resident leaseholders and freeholders will have a guaranteed right of return to a home that is affordable to them, either on an open market, shared equity or shared ownership basis.
- The application of this policy to all schemes led by the Council.
- The extension of this policy to schemes led by Haringey Development Vehicle and Housing Association schemes where the Council determines that it has a strategic interest.

8.3. The payment policy set out in this report is as shown:

Payment	Description/Amount	Available to
Home Loss Payments	Lump sum amount set by the Secretary of State and updated annually. Set at £5,300 from October 2015	Secure tenants & Assured tenants
	Amount equal to 10% of the property value subject to minimum and maximum thresholds set by the Secretary of State and updated annually. Set at minimum of £5,300 and maximum of £53,000 from October 2015	Resident leaseholders & Resident freeholders
Disturbance Payments	Costs of moving home includes costs such as removal fees, disconnection and reconnection of services, inbuilt furniture etc	Secure tenants, Assured tenants, Resident leaseholders & Resident freeholders
	Claimants can choose a lump sum payment, or to submit receipts for each expense.  Current fixed payment levels (as of September 2014): 1 bedroom property - £1,650 2 bedroom property - £2,000 3 bedroom property - £2,400 For all 3 bedroom plus properties £380 will be added to the 3 bedroom figure above (i.e. £2,400) for each additional bedroom.	
Purchase of the Property	Full market value for the property.	All leaseholders & freeholders
Reasonable	Costs for purchasing a new property	All leaseholders &

costs of purchasing a new property	Includes conveyancing costs, stamp duty, solicitor/legal fees etc	freeholders
Basic loss payments	A lump sum payment for basic loss of property Amount is set at 7.5% of the property value, up to a maximum of £75,000.	Non Resident leaseholders

- 8.4. The Policy allows for individual regeneration schemes to offer additional options above and beyond those in this Policy where these are viable and appropriate for the scheme.
- 8.5. It is anticipated that the acquisition cost associated with the purchase of Leaseholder properties will be met from the developers or registered providers, depending on the agreements this may have cashflow implications for the HRA.
- 8.6. Any shared equity and shared ownership scheme offered by the Council as a landlord will be subject to separate consideration as this may require additional HRA resources and therefore have financial implications for the HRA.
- 8.7. There is potential loss of revenue income to the HRA as Leaseholder often contributes to service charges and building maintenance costs.

### **LEGAL**

- 8.8. The Assistant Director of Corporate Governance has been consulted in the preparation of this report and comments as follow:
- 8.9. The council has a duty under section 39 Land Compensation Act 1973 (LCA) to provide persons displaced from residential accommodation in circumstances where there is regeneration (which includes where the land is acquired under a compulsory purchase order) with suitable alternative accommodation if no other accommodation is available to them. Under the Housing Act 1996 where the Council is proposing to re-house tenants, the priority given to them has to be in accordance with the Council's Allocations Policy.
- 8.10. The decision by the Secretary of State of Southwark Council's CPO of the Aylesbury Estate has highlighted the importance of Councils of ensuring that housing options are put to leaseholders and freeholders which provide reasonable and affordable alternatives to alleviate the negative impacts of regeneration and the importance of having housing options that allow them to remain in the area. This revised policy does that in the form of the commitments to leaseholders and freeholders and the offer of housing options including shared equity and shared ownership. DCLG Guidance in the Estates Regeneration National Strategy also stresses the need to set out clear commitments to residents and the housing options available to them. These should be developed in Resident Charters for individual schemes.
- 8.11. Under section 29 of the LCA secure, assured tenants and resident leaseholders/freeholders are entitled to a Home Loss payment when they are displaced, provided that they meet certain criteria. The amount of the payment is set by the Secretary of State by Regulations. In accordance with section 33A of the LCA non resident leaseholders are entitled to a basic loss payment and in addition, under sections 37 and 38 of the LCA tenants and resident leaseholders/freeholders are entitled to disturbance payments to assist with the reasonable expenses of having to move. The Policy sets out the expenses that the Council will pay for.

- 8.12. The Southwark case has also highlighted the need for Equalities Impact Assessments (EQIAs) to address the impacts of regeneration on leaseholders/freeholders and to recognise that those impacts may be different for tenants. In approving the final version of the policy after the consultation, the Council must have regard to the Full EQIA and ensure compliance with its Public Sector Equality Duty under section 149 of the Equality Act 2010.
- 8.13. The DCLG Guidance and the Mayor of London's Good Practice Guide to Regeneration also stress the importance of resident engagement and the consultation on this policy is part of that engagement. In the case of *R (Moseley) v Haringey* the Supreme Court endorsed the following general principles of consultation:
- That consultation must be at a time when proposals are still at a formative stage;
  - That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
  - That adequate time must be given for consideration and response; and
  - That the product of consultation must be conscientiously taken into account in finalising any proposals.

The consultation plan for this policy and the proposed timetable are in accordance with the Mosley principles.

### **EQUALITY**

- 8.14. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to the need to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 8.15. The potential impact of any agreed changes were reviewed in an Equalities Impact Assessment (EqIA) for this policy.
- 8.16. The proposed policy does not set out the case for regeneration or the impact for residents of particular estates, but sets out mitigations to residents who are required to move due to a regeneration scheme.
- 8.17. The policy proposed confirms the right to return to Council tenants and provides options to enable resident leaseholders to purchase a new replacement home on scheme if they wish. The policy also extends the right to return and payments policy to housing association tenants where the Council has a strategic interest in the renewal.
- 8.18. The proposals to change the Estate Renewal Rehousing and Payments Policy will, if adopted, directly affect resident leaseholders and tenants on regeneration estates. Residents with protected characteristics are over-represented on Council estates, and the proposals set out in the policy should mitigate the impact rehousing might have on these groups.



9. **USE OF APPENDICES**

Appendix 1: Draft new Estate Renewal Rehousing and Payments Policy, proposed for consultation

10. **LOCAL GOVERNMENT ( ACCESS TO INFORMATION) ACT 1985**

Cabinet December 2014

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7188&Ver=4>

Cabinet July 2016

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7844&Ver=4>

Housing Allocations Policy 2015 as amended March 2017

<http://www.haringey.gov.uk/housing/housing-strategies-policies-and-plans/housing-allocations-policy#revised2017>

11. **Supporting documents**

Department for Communities and Local Government: 'Estate Regeneration National Strategy' published December 2016

<https://www.gov.uk/guidance/estate-regeneration-national-strategy>

Greater London Authority: 'Draft Good Practice Guide to estate Regeneration' published December 2016

<https://www.london.gov.uk/what-we-do/housing-and-land/improving-quality/good-practice-guide-estate-regeneration>

Statutory Instrument - 2016 No. 789 ACQUISITION OF LAND, ENGLAND Compensation

[http://www.legislation.gov.uk/uksi/2016/789/pdfs/uksi\\_20160789\\_en.pdf](http://www.legislation.gov.uk/uksi/2016/789/pdfs/uksi_20160789_en.pdf)

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# ***Revised Estate Renewal Rehousing and Payments Policy***

**draft for consultation  
June 2017**

# Estate Renewal Rehousing and Payments Policy

## Contents

<b>1</b>	<b>Introduction</b>	2
<b>2</b>	<b>The Council's Commitments to Residents</b>	3
<b>3</b>	<b>Application of this Policy</b>	7
3.1	Where and when does this policy apply?	7
3.2	To whom does this policy apply?	7
3.3	Ensuring the right of return and affordability	8
<b>4</b>	<b>Payments policy</b>	10
4.1	Home Loss Payments	11
4.2	Disturbance Payments	12
4.3	Purchase of a leasehold or freehold property	15
4.4	Payment of costs of purchasing a new property	15
4.5	Appeals	16
<b>5</b>	<b>Rehousing</b>	17
5.1	Rehousing for tenants	17
5.2	Rehousing for leaseholders and freeholders	20
5.3	Shared Equity	23
5.4	Shared Ownership	25
5.5	Appeals	27

## 1 Introduction

This policy updates the Council's previous Estate Renewal and Payments Policy which was approved in July 2016. It includes new commitments to tenants and leaseholders who are required to move because of an estate renewal scheme. The policy will apply to schemes on Council housing estates, to Haringey Development Vehicle (HDV) schemes and will be extended to Housing Association tenants and leaseholders where the Council is leading, or determines that it has a strategic interest in, an estate renewal scheme.

The Council is committed to giving residents a stake in growth. With major estate renewal currently underway or being considered for High Road West, Northumberland Park and Wood Green area, the policy is now being updated to clarify the Council's offer to residents.

The Council wants to ensure established communities remain in the area and benefit from estate renewal schemes. To achieve these aims, this documents sets out the Council's commitments to tenants, leaseholders and freeholders who are required to move due to an estate renewal scheme and their right to return.

The Policy also sets out the Council's commitments on affordability, ensuring that all tenants, leaseholders and freeholders get full compensation if they have to move and that they have an offer of a new home that ensures they are not financially worse off as a result of the renewal scheme.

These commitments represent a benchmark - the guaranteed minimum offer to all tenants, leaseholders and freeholders on renewal schemes. The offer can be expanded or extended where this can be accommodated and is appropriate within any particular scheme, but this Policy sets out a clear set of commitments to ensure all existing residents benefit from regeneration in Haringey.

## 2 The Council's Commitments to Residents

### *Secure and Assured Tenants*

The Council makes the following commitments to tenants who need to move because of an estate renewal scheme led by the Council:

- **No tenant will be financially worse off as a result of estate renewal**

*This means that tenants will receive at a minimum:*

- A Home Loss payment of £5,800 (as at October 2016)
- A disturbance payment to cover the costs of moving

- **All tenants will have a guaranteed right of return on equivalent terms**

*This means that tenants will have:*

- The right to return to a replacement home in the new development should they wish to do so
- An equivalent social tenancy at an equivalent rent
- An appropriate sized home for them and any dependants they live with
- Family members living with them will retain their succession rights
- And for Council Tenants the Right to Buy, although this may not apply for some Housing Association and HDV schemes

- **All tenants who wish to move away will be supported to do so**

*This means that tenants who wish to move away will be offered:*

- Priority to move to a comparable home in the borough
- An appropriate sized home for them and any dependants they live with

The above commitments are set out in detail in sections 4 and 5 of this document and are subject to qualifying criteria and Government regulations. A fuller explanation of the commitments on the right to return and affordability is set out in section 3.3.

## **Resident Leaseholders and Freeholders**

The Council makes the following commitments to leaseholders and freeholders who need to move because of an estate renewal scheme led by the Council:

- **No resident leaseholder or freeholder will be financially worse off as a result of estate renewal**

*This means that resident leaseholders and freeholders will get at a minimum:*

- The full market value for their current property
- A Home Loss payment, 10% of the market value with a minimum of £5,800 and a maximum of £58,000 (as at October 2016)
- A disturbance payment to cover the costs of moving

- **All resident leaseholders and freeholders will have a guaranteed right of return**

*This means that resident leaseholders and freeholders will have:*

- The right to purchase a replacement home in the new development should they wish to do so
- For leaseholders or freeholders who can afford to buy at least 60% of a replacement home, a shared equity offer will be made
- For leaseholders or freeholders who cannot afford to buy 60% but can afford to buy at least 25% of a replacement home, a shared ownership offer will be made, with no rent payable on the first 40% of the value of the property or on the share they own
- For leaseholders or freeholders who cannot afford to buy even 25% of a replacement home, the Council will review each case on its merits to provide the most suitable housing offer they can afford

- **All resident leaseholders and freeholders tenants who wish to move away will be supported to do so**

*This means that resident leaseholders and freeholders will have:*

- Support and advice to purchase a replacement home elsewhere in the borough if they wish to do so
- For leaseholders or freeholders who cannot afford to buy a replacement home in the borough outright, a shared equity offer will be made elsewhere in the borough where they pay no rent on the equity they do not own, as long as they can afford 60% of the replacement home

The above commitments are set out in detail in sections 4 and 5 of this document and are subject to qualifying criteria and Government regulations. A fuller explanation of the commitments on the right to return and affordability is set out in section 3.3.

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### ***Non-resident leaseholders and freeholders***

The Council makes the following commitments to non-resident leaseholders and freeholders whose property is demolished because of an estate renewal scheme led by the Council:

- **No non-resident leaseholder or freeholder will be financially worse off as a result of estate renewal**

*This means that non-resident leaseholders and freeholders will get:*

- The full market value for their current property
- The statutory basic loss payment of 7.5% of the agreed value of the property, up to a maximum of £75,000 (as at October 2016)
- Compensation for the reasonable costs involved in purchasing another property in the UK

The above commitments are set out in detail in sections 4 and 5 of this document and are subject to qualifying criteria and Government regulations.

### 3 Application of this Policy

#### 3.1 Where and when does this policy apply?

The Policy sets out the rehousing and payments framework for all residents who are required to move due to an estate renewal scheme led by Haringey Council. It also applies to all schemes led by the Haringey Development Vehicle and to Housing Association schemes where Haringey Council determines that it has a strategic interest in the scheme.

The Policy will apply to schemes where 50 or more units are being redeveloped but may be applied to smaller schemes where these commitments can be accommodated by the scheme.

The Policy will be applied both to permanent moves and to temporary moves where the resident has to move more than once while awaiting a replacement property to become available.

The Policy will be applied following a formal Council decision to implement an estate renewal project, although the Council may decide to make 'early offers' to tenants or leaseholders prior to this decision formally being made. Consultation and discussion with residents will have happened before this decision is taken.

The effective date for activation of this policy in respect of an individual estate renewal project (or phases of that project), and any 'early offers' connected with it, will be decided by the Director of Housing & Growth in consultation with the Cabinet Member for Housing, Regeneration and Planning, taking into account the circumstances of each project.

The effective date will act as the trigger for "rehousing status" (also called decant status) under the Allocations Scheme and Band A priority status being awarded to households eligible for rehousing under this policy.

This policy will not be used in cases of emergency repairs, where the relevant aspects of the Allocations Scheme and existing procedures will be used.

#### 3.2 To whom does this policy apply?

Subject to the criteria above, this policy sets out payments and rehousing options for:

- Secure Council tenants
- Assured or Secure tenants of Housing Associations including Fixed Term and Introductory Tenants
- Leaseholders and Freeholders who own a property in the regeneration area

This policy does not offer payments or rehousing options for other residents including;

- Private tenants of affected leaseholders/freeholders
- Council or Housing Association tenants who hold a tenancy which is not an Assured Tenancy, Secure Tenancy or Introductory Tenancy.

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

- Tenants or Licensees who have been placed in the property on a temporary basis eg under a homelessness or a temporary rehousing
- Non-authorized residents such as sub-tenants, lodgers and licensees
- Squatters
- Leaseholders with less than three years unexpired term on the lease
- Any other private rented sector tenant.

For the purpose of the payments set out in this policy, a resident leaseholder is defined as a leaseholder or freeholder who has lived in the dwelling, or a substantial part of it, as their only or main residence, for a period of not less than one year ending with the day they have to move out.

Resident leaseholders who do not own or have a share in another property will be able to benefit from the rehousing offers such as Shared Equity and Shared Ownership.

The Council's revisions to its Allocations Policy in April 2017 restricted eligibility for social housing on the basis of incomes and savings. These restrictions will not apply to an offer of rehousing into social housing tenancies, for existing social tenants or for leaseholders, where this offer is part of an estate renewal scheme covered by this policy.

### 3.3 **Ensuring the right of return and affordability**

Haringey Council recognises the significant impact of regeneration schemes on residents when their homes are being demolished. Many residents have strong connections to their local area and wish to remain there and Haringey Council is committed to supporting this. A range of options will be made available to ensure those who wish to remain in or close to the regeneration area can do so and those who wish to move elsewhere in Haringey are enabled to do so.

Where people have to leave the regeneration area due to rehousing, but remain within the borough, they will retain the right to return, once the new homes are built. In effect they have first refusal and will be offered these homes when they become available. If they choose at that time not to return, the right to return is deemed to have ended. Where a resident has chosen to move to a new home out of the borough, the right of return would no longer apply. The rules on the size of homes for which they are eligible on return are the same as those set out below for the main rehousing offer.

Haringey Council is also committed to ensuring that the new homes are affordable to tenants, leaseholders and freeholders and that no resident should be financially worse off as a result of the renewal scheme. But this does not mean that every tenant, leaseholder and freeholder will pay exactly the same housing costs after the move as they did before the move.

For tenants, existing rules on social rents are quite complex. Social rent levels can vary between different social landlords and even within any landlord's stock, as they do for Council tenants. Rents also vary between property sizes and are subject to changing Government policy. This means that rents will change for some tenants, particularly if they move to larger or smaller homes, or change landlords, as a result of the renewal scheme. Some may pay a little more and some a little less. The commitment that no tenant will be financially worse off as a result of the renewal scheme is deemed as being met by the provision of Home Loss and Disturbance payments to cover the costs of

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

moving and by the commitment to an equivalent social rent. The commitment to ensuring that the new home is at an equivalent social rent is met by ensuring that where a tenant is on a social rent, then the new rent will also be a social rent, calculated according to the rent policies of the new social landlord, and not any higher rent that might be charged for an “Affordable Rent” an “Intermediate Rent” or a market rent home.

For resident leaseholders and freeholders, it is noted that lending rates and criteria are subject to change over time, and beyond the control of the Council, so the cost of the same value mortgage may be different at different properties. As with tenants above, this means that housing costs will change for some leaseholders and freeholders, particularly if they move to larger or smaller homes. Some may pay a little more and some a little less. The commitment that no leaseholder or freeholder will be financially worse off as a result of the renewal scheme is deemed as being met by the provision of Home Loss and Disturbance payments to cover the costs of moving and the commitment to ensuring there is always an offer available to them at a cost no greater than their current housing offer. This offer may be open market purchase, shared equity or shared ownership, either within or outside the regeneration area.

For non-resident leaseholders and freeholders, the commitment that no leaseholder or freeholder will be financially worse off as a result of the renewal scheme is deemed as being met by the statutory provisions.

It is also noted that renewal schemes seek to make significant improvement to the quality of the housing stock. This can impact both positively and negatively on costs such as utility bills, ground rents, service charges and council tax. These costs are not considered part of the commitment on housing costs described in the rest of this section.

The Council will assess each resident’s circumstances individually, and this document sets out the payments and rehousing options available to the majority of residents. However, in all cases, the overriding aim of this policy is to ensure that no secure or assured tenant and no leaseholder or freeholder on the estate is worse off because of the regeneration and that all will have a right of return.

These principles will guide the Council when seeking a solution in circumstances that are not explicitly covered by this Policy, or where it would be inappropriate to apply this Policy. However, while the Council will seek to ensure that residents are no worse off as a result of any regeneration scheme, this Policy does not seek to resolve financial problems or tenancy issues of existing residents where these issues are not caused by the regeneration scheme.

## 4 Payments policy

### Payments available

Payments will be made under three categories – Home Loss Payments, Disturbance Payments and the Purchase of the Property. These payments are summarised in the following table:

Payment	Description	Available to:
<b>Home Loss Payments</b>	A lump sum payment to compensate for the need to move.  Amount set by the Secretary of State and updated annually	Secure tenants Assured tenants
	A lump sum payment to compensate for the need to move.  Amount equal to 10% of the property value subject to minimum and maximum thresholds set by the Secretary of State and updated annually	Resident leaseholders Resident freeholders
<b>Disturbance Payments</b>	Payment for costs of moving home includes costs such as removal fees, disconnection and reconnection of services, inbuilt furniture etc  Claimants can choose a lump sum payment, or to submit receipts for each expense.	Secure tenants Assured tenants Resident leaseholders Resident freeholders
<b>Purchase of the Property</b>	Payment for a leaseholder / freeholders home  The Council will pay full market value for the property.	All leaseholders & freeholders
<b>Reasonable costs of purchasing a new property</b>	Costs for purchasing a new property Includes conveyancing costs, stamp duty, solicitor/legal fees etc	All leaseholders & freeholders
<b>Basic loss payments</b>	A lump sum payment for basic loss of property  Value is set at 7.5% of the property value, up to a maximum of £75,000.	Non Resident leaseholders

## Appendix 1

## Draft Haringey Estate Renewal Rehousing and Payments Policy

**4.1 Home Loss Payments**

Home Loss Payments are statutory payments, which are paid to freeholders, leaseholders and tenants following a compulsory purchase order or displacement by housing orders as detailed in Sections 29-33 of Land Compensation Act 1973.

To qualify, the property must be the claimant's only or main residence for a year prior to the date of displacement.

Home Loss payments are subject to maximum and minimum thresholds and are reviewed annually by the Secretary of State. The payments below are correct as of June 2017 but will need to be reviewed each time this policy is used.

Secure and Assured Tenants

Secure and Assured tenants receive a flat rate of £5,800 effective from October 2016 (subject to review).

Where a tenant does not qualify for a statutory Home Loss payment, for example, because they have been a tenant for less than a year, the Council may, in exceptional circumstances, make a discretionary Home Loss payment not exceeding the statutory amount.

Resident Freeholders/Leaseholders

Home Loss Payments to Freeholders/Leaseholders equate to 10 per cent of the Market Value of the property (with a minimum payment of £5,800 and a maximum payment of £53,000 from October 2016 (subject to review). To qualify, the property must be the claimant's only or main residence for a year prior to date of displacement.

Where a leaseholder or freeholder does not qualify for a statutory Home Loss payment, for example, because the property has not been their only or main residence for a year prior to displacement, the Council may, in exceptional circumstances, make a discretionary Home Loss payment not exceeding the statutory amount.

Home Loss Payment Procedure

The following will apply to all Home Loss payments made for estate renewal schemes under this Policy:

- a) Payments will be made directly to the tenant or resident leaseholder.
- b) Claims can be made for up to 6 years after the offer of accommodation, and must be paid within 3 months of receiving the claim. Under the Land Compensation Act 1973, there is a right of appeal to the Lands Tribunal.
- c) Payments will normally be made only after the return of keys to the property the tenant is vacating and, for leaseholders and freeholders, the sale completion. However, an earlier advance payment of at least part of the total payment may be considered in exceptional cases of financial hardship.
- d) All arrears will normally be offset against any Home Loss payment. This includes rent arrears for tenants, and service charge or major works arrears for leaseholders. Deductions may also be made for any Council Tax arrears.

## 4.2 Disturbance Payments

Disturbance Payments are made to financially compensate the displaced tenant, resident freeholder or resident leaseholder for expenses associated with the need to move. Disturbance Payments will be made under the Land Compensation Act 1973.

In cases where it is necessary to move tenants or resident leaseholders/freeholders twice, Disturbance Payments may need to be paid twice where the resident is required to make a temporary move before moving into permanent accommodation.

### Payments to Secure/Assured tenants and resident Leaseholders/Freeholders

Disturbance Payments will be paid to tenants and resident leaseholders to cover reasonable costs associated with moving, and the list of items for which payment is considered reasonable under the Land Compensation Act 1973 is shown below:

- Removal costs from the current home to the new home, which will be paid directly to the Council's approved removal firm or to the tenant/leaseholder's removal firm where the tenant/leaseholder obtains two estimates which have been approved by the Council prior to the move. For vulnerable residents, this might include additional support, such as furniture packing and unpacking.
- Redirection of mail for each authorised surname living at the address.
- Telephone and internet disconnection and reconnection, including additional lines.
- Disconnection of any television aerials or satellite dishes connected either to an existing television or that allows the proper operation of television equipment. Reconnection will only apply with the express approval of the landlord at the new address. New homes may have television aerials and systems installed as part of the specification.
- Washing machine, cooker, dishwasher and plumbed fridge disconnection and reconnections to be carried out by the removal firm's operatives (who must be suitably qualified to the appropriate trade standards).
- Curtain and Carpets options: It is generally expected that relocating residents will refit existing carpets wherever possible, and the costs of this will be covered by the Disturbance Payment. However, where this is not possible, the cost of new carpets to an equivalent standard will be covered through the Disturbance Payment. The existing carpet will be assessed and a quote obtained based on this. Any additional rooms in the new home will be carpeted, but the cost will be deducted from the Home Loss Payment.
- Special locks and alarm refitting if these are currently fitted at the old property. They must be dismantled and refitted by a qualified locksmith or recognised Alarm Company and all locks and alarms must meet the relevant British standard for security. Front door and window grilles would not be covered.
- Dismantling and re-fitting of fitted resident owned furniture (such as kitchen units and wardrobes).
- Any extra costs of new school uniform if moved to a different area, which necessitates a change of school (supported by letters from the respective schools).

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

- Reimbursements for wage or salary loss on the day of the removal, provided loss of earnings is certified by the employer, for up to 2 members of the household
- Other reasonable costs incurred by the tenant/leaseholder if approved in writing by the Council prior to the cost being incurred, for example travel to viewings, replacement of sheds, additional childcare paid for pre-school children on the day of the move and outside furniture which cannot be dismantled, etc.

Additional payments only available to Secure and Assured tenants

In addition to the agreed components of the Disturbance Payment listed above, Secure and Assured tenants can also claim the following costs;

- Home improvements that have been notified and approved by the Council, less the cost of depreciation. Receipts are not required, but the improvement must have been approved by the Council, as improvements carried out without the Council's consent could amount to a breach of tenancy.
- Where the costs of adaptations in the old home were previously met by a tenant, the Council will reimburse the tenant subject to relevant receipts being available.

Additional payments available to resident Leaseholders and Freeholders

In addition to the agreed components of the Disturbance Payment listed above, resident leaseholders and freeholders are also entitled to claim any additional costs associated with selling their current property and purchasing a new one. The payment of these additional costs is dependent on the option taken by each individual leaseholder and freeholder in regards to rehousing, and can include:

- Early mortgage redemption fees at the existing property
- Conveyancing costs
- Mortgage and lender fees arising from the purchase of a replacement property
- Stamp duty land tax arising from the purchase of a replacement property
- Solicitor/legal fees arising from the purchase of a replacement property
- In some cases, payment for replacing white goods or furnishings owned by the leaseholder where the existing white goods/furnishing do not fit into the new property
- Removal and reinstatement of disabled adaptations as agreed by Haringey Council's Occupational Therapist

Emergency payments may be made available to those who will need this payment to secure a new home.

If the leaseholder is moving into one of the new build properties in the Regeneration Area, disturbance payments may include expenses associated with moving twice if this involves first living in temporary housing. This will not apply if the leaseholder has chosen to move into and fund their own temporary housing, because they want to return to a particular block or location on an estate and in these circumstances Haringey Council will only fund costs relating to one move.

Non-resident leaseholders/freeholders are not entitled to a Home Loss payment.

Disturbance Payments Procedure



Disturbance payments will be made directly to the tenant or leaseholder/freeholder.

Disturbance payments will only be made in respect of one replacement property so in cases where joint leaseholders are not purchasing another property together, they will need to decide who will claim.

Secure/Assured tenants and resident leaseholders/freeholders will normally be offered two payment method options:

### **A Claim Option**

Tenants/Leaseholders using this option can claim disturbance payments by submitting a Disturbance Payment claim form for any legitimate expenses they incur in relation to moving home, enclosing receipts or proof of expenses.

All disturbance claims must be supported by receipts and invoices bearing the name and address of the company providing such receipts and invoices, the details of which will be verified by Haringey Council.

Claimants should note that the level of payment assessed by the Council may be less than the “fixed payment” quoted under the Fixed Payment option below.

Payments listed as “Additional payments available to resident Leaseholders/Freeholders” will need to be claimed through receipts regardless of whether a fixed payment has been requested for all other costs.

### **A Fixed Payment option**

Secure/Assured Tenants and Resident Leaseholders/Freeholders can also choose to receive a fix sum payment instead of claiming for each expense.

Payment levels are based on the size of the property being vacated, updated periodically. These fixed payments do not cover the “additional payments available to resident Leaseholders/Freeholders” which will need to be claimed separately through the “claim option” described above.

The current fixed payment levels (as of September 2014) are set out below:

- 1 bedroom property - £1,650
- 2 bedroom property - £2,000
- 3 bedroom property - £2,400

For all 3 bedroom plus properties £380 will be added to the 3 bedroom figure above (i.e. £2,400) for each additional bedroom.

For leaseholders not moving into one of the new build properties in the Regeneration Area, disturbance payments will need to be claimed within one year of their property being acquired unless there are exceptional circumstances.

Non-resident leaseholders and freeholders are not entitled to any disturbance payments.

#### 4.3 **Purchase of a leasehold or freehold property**

All leaseholders and freeholders will be entitled to receive the full market value of their property. The Council will enter into negotiations with leaseholders and freeholders to seek a voluntary arrangement to buy their home, which will normally include valuations by both the Council and the leaseholder or freeholder

Haringey Council will appoint a qualified valuer to act on its behalf to undertake a valuation of the property due to be acquired to determine its market value. Leaseholders can also appoint a qualified valuer to act on their behalf and reasonable costs associated with this will be reimbursed by Haringey Council.

Valuations will take into account any improvement works undertaken before the valuation date and are on the basis of open market valuations which, in effect, do not take into account any increase or decrease attributable to the regeneration or the fact that the purchase is or may be compulsory.

If Haringey Council's and leaseholder's valuer cannot reach agreement the matter may be referred for dispute resolution.

If the leaseholder does not accept the valuation agreed between their valuer and Haringey Council's valuer, or the valuation following any dispute resolution, they will be determined to have rejected the Council's offer to buy by agreement. They will in these circumstances have the statutory right to have the matter referred to Lands Chamber of the Upper Tribunal.

#### 4.4 **Payment of costs of purchasing a new property**

Leaseholders and freeholders are also entitled to claim costs associated with selling their current property and purchasing a new one. The Council will reimburse leaseholders for reasonable legal costs incurred, up to the amount that would be payable if the purchase price of the new property was equivalent to the market value of the existing property.

Payment of these additional costs is dependent on the option taken by each individual leaseholder and freeholder in regards to rehousing, and can include:

- Early mortgage redemption fees at the existing property
- Conveyancing costs
- Mortgage and lender fees arising from the purchase of a replacement property
- Stamp duty land tax arising from the purchase of a replacement property
- Solicitor/legal fees arising from the purchase of a replacement property

The new home can be outside the regeneration area, but must be within the UK and the property must be purchased and the claim made within one year of Haringey Council purchasing their previous property to be eligible for this payment.

##### Basic Loss Payments to non-resident leaseholders and freeholders

In addition to the full market value of the property, and the reasonable costs of purchasing a new home as described above, non-resident leaseholders/freeholders are

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

also entitled to receive the market value of the property plus a basic loss payment of 7.5% of the agreed value of the property, up to a maximum of £75,000.

Scheme specific offers

The payment offers described in above represent the minimum offer to tenants, leaseholders and freeholders. However, each renewal scheme may offer additional options where these can be accommodated within the finances of the scheme.

Right of return

Where a right of return is exercised, Disturbance payments are payable on both the original move and on the return. Home Loss payments however are only payable on the original loss of the home, not on the return.

**4.5 Appeals**

The Council has a two-stage complaints process, which can be used in relation to appeals against the application of this policy.

Where the appeal is regarding the compensation payment in respect of property acquired, leaseholders and freeholders have the statutory right to apply to a specialist tribunal to determine the appropriate level of compensation. Further advice on this can be provided by the Independent Tenant Advisor appointed to the renewal scheme.

## 5 Rehousing

### General approach to rehousing

The Council will assess each resident's circumstances individually, and this section sets out the rehousing options available to the majority of residents. However, in all cases, the overriding aim of this policy is to maximise the ability of residents to return to replacement homes in new developments where they wish to do so and to enable residents to move to comparable homes elsewhere in the borough where that is their preferred option, subject to any impact on schools and other social infrastructure.

### 5.1 Rehousing for tenants

In this section, the term 'Tenants' refers to Secure and Assured tenants who are required to move due to an estate renewal scheme led by Haringey Council or the Haringey Development Vehicle, or where the Council has determined that it has a strategic interest in the scheme.

In line with the legislation and existing best practice, the following people will be eligible for assistance and possible rehousing under this policy:

- a) Secure tenants, their children and partners/spouses who are identified as eligible through a Housing Needs Assessment and where those included on the application constitute a household as defined in the Council's Allocations Scheme.
- b) Assured tenants of Housing Associations their children and partners/spouses who are identified as eligible through a Housing Needs Assessment and where those included on the application constitute a household as defined in the Council's Allocations Scheme.

The Council will not rehouse unauthorised occupants, sub-tenants, lodgers, licensees, other non-secure occupants and persons included on applications for rehousing but are not considered to be part of the tenant's household. In cases of fraudulent applications the Council will consider what sanctions might be pursued.

Assistance and rehousing will only apply to tenants and authorised household members identified as part of a Housing Needs Assessment

### Assessment of a household's housing needs

Tenants will be offered a new home based on their assessed needs in accordance with the Council's Housing Allocations Policy, which is regularly reviewed. This policy has been written with reference to the Housing Allocations Policy 2015, as amended on 1 May 2017.

In assessing the eligibility of occupiers under this policy, account will be taken of their length of occupation, which should be recorded during the Housing Needs Assessments.

### Hidden Households, including non-dependent Adult Children

## Appendix 1

## Draft Haringey Estate Renewal Rehousing and Payments Policy

Under this policy, hidden households including non-dependent adult children of tenants will be rehoused as part of the tenant's household if they fall within the eligibility criteria detailed in paragraph above. "Hidden households" are where there are adults living with the head of household, who would choose, if they could, to live independently. This may include grown up children who have not been able to move out, or extended family members who have nowhere of their own to live.

Where hidden households do not comply with the eligibility criteria and/or wish to be housed independently, the Council will provide advice and assistance, for example, to help them secure private rented accommodation.

In exceptional cases, for example to alleviate severe overcrowding and/or to achieve a rehousing move necessary for an estate renewal scheme to progress, the separate rehousing of hidden households (including adult children) will be considered by the Housing Decisions Panel at the Council's discretion. The size of any property allocated to a hidden household will be decided in accordance with the Allocations Scheme.

If a hidden household remains in the affected property when other members of the household have been rehoused, the tenant will be liable for use and occupation charges until vacant possession is achieved, either voluntarily or through possession action in the courts.

#### Meeting housing need

Tenants who wish to move to another home in the regeneration area will be offered a property in line with their assessed housing need. The properties may therefore in some cases have fewer bedrooms than their current home.

Tenants with a home bigger than they need and who are willing to transfer to a smaller property may be allowed retain a spare bedroom when they are permanently rehoused. These tenants will also be entitled to any financial incentives available under the Council's schemes to encourage under-occupying households to downsize.

Medical need for a particular type or size of accommodation will be assessed in line with the Allocations Scheme for all residents who have a medical need identified in the Housing Needs Assessments. Where a previous medical assessment has been carried out, the Council reserve the right to seek a new medical assessment.

#### Offers of alternative accommodation

Qualifying households will be offered alternative accommodation in accordance with the Housing Allocations Policy. This is at section 15.15 of the Housing Allocations Policy 2015, as amended on 1 May 2017, and reads:

*Tenants that need to be decanted from their homes on a permanent basis as a result of redevelopment or regeneration will be moved in a planned way. Each redevelopment/ regeneration scheme will be subject to consultation, equalities impact assessment and approval by Cabinet.*

*Once decant status is authorised tenants will be placed into Band A on a phased basis to bid for an alternative home. If the tenant has not bid for and been offered*

## Appendix 1

## Draft Haringey Estate Renewal Rehousing and Payments Policy

*accommodation twelve months prior to the Council requiring vacant possession, the Council will reserve the right to make a direct offer of accommodation to the tenant. If this offer is refused a further offer of accommodation will only be considered in exceptional circumstances and if none exist the Council may decide to take possession proceedings.*

Qualifying households will be able to bid for accommodation under the Council's Choice Based Lettings scheme for a minimum period of 6 months, starting on a date agreed by the Director of Housing and Growth . This bidding period will normally be planned to end 12 months prior to demolition. After this free bidding period has elapsed, qualifying households will be able to continue to bid on Choice Based Lettings but may be made a 'direct offer' of suitable alternative accommodation. In other words, qualifying households will always have a minimum of 6 months to bid, normally much longer. Households will be able to continue bidding once the 12 months to demolition period has begun, up to the point they receive a 'direct offer' of suitable alternative accommodation.

Qualifying households who would prefer to only receive a 'direct offer' of accommodation rather than bid under Choice Based Lettings may choose to do so.

Only one 'direct offer' will normally be made. If the offer is refused, a review of the suitability of the accommodation offered will be conducted. A further offer will only be considered if the first direct offer is deemed unsuitable. In the absence of a further offer or other exceptional circumstances, the Council will, as a last resort, commence possession proceedings to ensure vacant possession of the property within a timely fashion to permit the estate renewal scheme to proceed.

### Type of Tenancy

Where the secure or assured tenant moves to a council owned property they will normally be given a secure tenancy. This is also the case if the offer is temporary rehousing, in which case both the final move to a permanent property and the temporary move will be in an equivalent tenancy to what the tenant currently has.

If a tenant chooses to return to the regeneration area, then it cannot be guaranteed that the type of tenancy will be exactly the same tenancy if the replacement homes are owned by an alternative landlord. Where the secure or assured tenant chooses to move to a property owned by a Housing Association or the HDV they will normally be given an Assured Tenancy. Some Housing Associations may only offer a fixed term tenancy and this will be made clear in consultation before the regeneration begins. Those who will be Council tenants will retain the Right to Buy, but this may not apply for some Housing Association and HDV schemes.

If the tenant moves to an alternative Council tenancy, then this will be a tenancy which matches the security that the tenant currently has, and the rent will be an equivalent social rent, set in line with Government and Haringey policy on rents for Council tenants, as set out in 3.3 above. If the provider of the replacement homes is different to the provider of the original home, the security of tenure and rent level will be equivalent to what the tenant currently has, but may not be exactly the same due to the issues set out in 3.3.

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

Service charges will be set on a cost recovery basis, and efforts will be made through the design of the new homes to keep service charges as low as possible as is consistent with a desirable environment for the area. The Council will consult on new service charges that are introduced. The service charges applied to housing association tenancies are set by individual housing associations and are not controlled by the Council.

## 5.2 **Rehousing for leaseholders and freeholders**

All leaseholders and freeholders will receive full market value, plus any Home Loss, Disturbance or Basic Loss payments to which they may be entitled as described in section 4.

These payments are intended to allow the leaseholder or freeholder to buy a new property on the open market, but can be used by the leaseholder or freeholder for other purposes if they desire. However, leaseholders and freeholders should note that the costs of purchasing a new home will only be met if the replacement property is in the UK.

### Additional rehousing options

Leaseholders and freeholders who have been resident for 12 months prior to the date of eligibility and who do not own any other leasehold or freehold interests may qualify for additional assistance from the Council.

A duty to rehouse leaseholders or freeholders only applies where suitable alternative residential accommodation on reasonable terms is not available to the residential occupier (as detailed in Section 39 of the Land Compensation Act 1973). In most circumstances it is anticipated this will be achieved on the open market, through the purchasing of a new property.

### Practical help with buying another property outside Haringey

Where it is needed, Haringey Council can provide practical, non-financial help to assist leaseholders buy another property outside Haringey. The need for this will be assessed on a case by case basis and will be limited to information on how to purchase a property on the open market such as finding solicitors, surveyors etc.

### Practical help with buying a property in another part of Haringey

The level of help to be provided will be assessed on a case by case basis, in accordance with individual needs, and may include (but is neither guaranteed to include nor restricted to) the provision of:

- Information on how to purchase a property on the open market such as finding solicitors etc
- Information on any other leasehold properties Haringey Council knows are for sale
- Help to find another property in Haringey. In some circumstances Haringey Council, or its agent, may be able to facilitate the purchase of another leasehold property from its own stock (this is dependent on the supply of housing stock and is subject to government rules and conditions)
- Advice on intermediate housing options in Haringey.

DRAFT



### Shared Equity and Shared Ownership

To enable leaseholders and freeholders to remain in the area if they cannot afford to buy at full market price, the Council will offer Shared Equity (where they can afford at least 60% of the purchase price) and Shared Ownership (where they cannot afford 60% but can afford at least 25%). The key features of both are summarised in the table below.

Option	Shared Equity	Shared Ownership
Description	The leaseholder will own 100% of the property, but part of the purchase price will be paid by the Council or other provider as a loan to be repaid when the property is sold or transferred to another owner.	The Shared Owner will own a share of the home, and pay rent on the portion of the property retained by the Council or other provider
Minimum % of the property purchased	Leaseholders must purchase at least 60% of the new property	Shared owners must purchase at least a 25% of the new property
Minimum contribution	The minimum contribution is the full value of the leaseholder's existing property plus any Home Loss payments. Leaseholders/Shared Owners may also add further funds to the purchase if they wish.	
Location of replacement property	Anywhere in the borough	Only within the regeneration area
Size of replacement property	Any size, but the Equity Loan will only offer the value required to purchase a property of the same size.	As appropriate to the households needs
Rent	No rent payable	Reduced rent on the un-purchased share, but no rent will be payable on the first 40% of the value of the property or on the share they own.
Repayment	The Equity Loan to be repaid when the property is sold or transferred to another owner, unless inherited by a resident family member. The repayment will be based on the market value of the property at the time of sale/transfer.	No repayment is needed
Inheritance	The Equity Loan will need to be paid in full except where there is a surviving resident spouse or partner, who can inherit the Shared Equity arrangement.	The Shared Ownership home will need to be staircased in full, except where there is a surviving resident spouse or partner, who can inherit the Shared Ownership arrangement.
"Staircasing" (Increasing the share owned /reducing the equity loan)	Leaseholders may choose to repay part of the loan at any time. The repayment will be based on the current market value of the property. This should be in tranches of no less than 10% in any single staircasing.	Shared owners may choose to increase their share of the property at any time. The increased share will be based on the current market value of the property. This should be in tranches of no less than 10% in any single staircasing.
Subletting	The owner may sublet the property as they wish, subject to any conditions within the lease.	Shared owner's can only sublet the property with the permission of the Council or other provider

### 5.3 Shared Equity

Resident leaseholders and freeholders who wish to remain in the regeneration area, or borough, but who cannot afford to purchase a new property outright may be able to buy a new property with an Equity Loan from Haringey Council, the HDV or a Housing Association. This offer is only open to those who are able to afford 60% of the full purchase price. It should be noted however that the housing costs cannot be exactly replicated, as lender rates are subject to change. Utilities, ground rent and service charge costs may also be different at the new properties compared with the leaseholder's existing property.

#### The new property

An Equity Loan can be used to purchase a new property in the regeneration area or elsewhere in the borough.

New properties bought under this arrangement cannot have a greater number of bedrooms than the leaseholder's existing property being acquired by Haringey Council unless the leaseholder finances the cost of any additional bedrooms themselves. The value of any additional bedrooms will be determined by taking the difference in the market value of a new build property the leaseholder is eligible to buy with one of the size they want to buy.

It should be noted that if the leaseholder's existing property was purchased using a mortgage, a further mortgage to at least the same value as the one held on the existing property being purchased by Haringey Council will need to be raised before (or at the same time as) the purchase of the new property can take place. Haringey Council and the independent financial advisor can assist leaseholders in finding a new mortgage.

#### Leaseholder and freeholder and contribution

Leaseholders are eligible for this option where they agree to contribute at least 60% of the value of the new home. The leaseholder's contribution will be made up of:

- The market value of the property being acquired, made up of any equity in the property plus any outstanding mortgage)
- Any home loss payment, ie 10% of the market value of the property being acquired, subject to the statutorily defined limit as outlined in section 4.
- Any other capital or savings they may want to put into the purchase.

The remaining proportion of the property will be funded by an interest free equity loan from Haringey Council, the HDV or the Housing Association, which will be secured as a charge on the property.

#### Ownership and responsibilities

Shared Equity properties are leasehold properties (similar to 'Right to Buy'), meaning that there is a lease for a fixed period of time, typically 99 years. The leaseholder is responsible for repairs, service charges and all other costs associated with the new property, but there is no interest payable on the equity retained by the provider.

## Appendix 1

*Draft Haringey Estate Renewal Rehousing and Payments Policy*

The leaseholder is able to increase their share in the new property at any time. In order to do so a new valuation of the property will need to be obtained so that revised percentage shares can be calculated as between the landlord's equity share and the Leaseholder's equity share. Each purchase of additional equity must be for at least 10% of the property's current value. This valuation, and any associated administrative costs, will be the responsibility of the leaseholder.

Under the Shared Equity arrangement, the leaseholder will be the sole legal owner and is able to sublet the property.

Sale and Repayment of the Equity Loan

The Equity Loan only needs to be repaid upon sale of the property. Any increase or decrease in the value of the property will be apportioned between the leaseholder and the landlord or its appointed agent in line with their original contributions and any staircasing, which are calculated as percentages.

The leaseholder is only able to sell the property with the agreement the landlord or its appointed agent, which will not be unreasonably withheld. Prior to any sale the landlord or its appointed agent will require a further valuation to be obtained so that the amount that is due to be repaid to the landlord can be calculated. This will be at the expense of the leaseholder along with all associated administrative costs connected with the sale.

Inheritance and death of the leaseholder

Following the death of the leaseholder, the Equity Loan will need to be repaid when the property is transferred to another owner unless the property is inherited by the leaseholder's spouse or a person living with them as their husband or wife. The partner may succeed to the equity stake, so long as the partner occupied the home as their only or principal home at the time of the leaseholder's death.

The succession of the equity stake by a partner can take place on any property located in the borough, but can only take place once. This offer will be subject to the partner being able to afford at least a 60% equity share of the property. Surviving partners who are unable to afford a 60% share may be offered a conversion to a Shared Ownership arrangement as described below.

## Appendix 1

## Draft Haringey Estate Renewal Rehousing and Payments Policy

**5.4 Shared Ownership**

Resident leaseholders and freeholders who wish to remain in the regeneration area, but who cannot afford to purchase 60% of a new property under the Shared Equity scheme may be able to buy a new property through Shared Ownership. In a shared ownership arrangement rent, a smaller share of the property is owned by the leaseholder, and a rent is paid on the part of the property which is not owned by the leaseholder.

The new property

A Shared Ownership property must be a new property in the regeneration area.

New properties bought under this arrangement cannot have a greater number of bedrooms than the leaseholder's existing property being acquired by Haringey Council.

It should be noted that if the leaseholder's existing property was purchased using a mortgage, a further mortgage to at least the same value as the one held at the existing property being purchased by Haringey Council will need to be raised before, or at the same time as, the purchase of the new property can take place. Haringey Council and the independent financial advisor can assist leaseholders in finding a new mortgage.

Leaseholder and freeholder contribution

Leaseholders are eligible for this option where they agree to contribute at least 25% of the value of the new home

The leaseholder's contribution must be at least 25% of the value of the new home and will be made up of:

- The market value of the property being acquired, made up of any equity in the property plus any outstanding mortgage)
- Any home loss payment, ie 10% of the market value of the property being acquired, subject to the statutorily defined limit
- Any other capital or savings they may want to put into the purchase.

The remaining proportion of the new build property will be retained by Haringey Council, the HDV or the Housing Association. A reduced rent will be payable on the proportion retained.

Ownership and responsibilities

Shared Ownership properties are leasehold properties (similar to 'Right to Buy'), meaning that there is a lease for a fixed period of time, typically 99 years.

Under the Shared Ownership arrangement, the shared owner will be a part-owner leaseholder. The Shared Owner must remain in occupation of the property unless permission is given to temporarily move away from the home as described below. The Shared Owner would need to ask permission from the landlord if they wished to sub-let the property.

## Appendix 1

### *Draft Haringey Estate Renewal Rehousing and Payments Policy*

The Shared Owner is responsible for repairs, service charges and all other costs associated with the new property.

The Shared Owner is able to increase their share in the new property at any time. This is called 'Staircasing'. In order to do so a new valuation of the property will need to be obtained so that revised percentage shares can be calculated as between the landlord's equity share and the Leaseholder's equity share. Each purchase of additional equity must be for at least 10% of the property's current value. This valuation, and any associated administrative costs, will be the responsibility of the Shared Owner.

#### Rent and Service Charges

The Shared Owner will pay rent on the proportion of the property which is retained by the landlord, which is typically around 2.5% per annum. The Councils is keen to ensure that these homes are affordable and that those in Shared Ownership are able to benefit from the same 40% free equity as those in Shared Equity schemes. Therefore no rent will be payable on the first 40% of the value of the property or on the share they own.

Shared Owners will also need to pay a service charge for the property, which is usually charged on a monthly basis.

#### Sale of a Shared Ownership property

Upon sale of the property any increase or decrease in the value of the property will be apportioned between the Shared Owner and the landlord or its appointed agent in line with their original contributions and any staircasing, which are calculated as percentages.

The Shared Owner is only able to sell the property with the agreement the landlord or its appointed agent, which will not be unreasonably withheld. Prior to any sale the landlord or its appointed agent will require a further valuation to be obtained so that the amount that is due to be repaid to the landlord can be calculated. This will be at the expense of the leaseholder along with all associated administrative costs connected with the sale.

#### Inheritance and death of the Shared Owner

Following the death of the Shared Owner, the Shared Ownership arrangement can be transferred to the Shared Owner's spouse or a person living with them as their husband or wife. The partner may succeed to the Shared Ownership arrangement, so long as the partner occupied the home as their only or principal home at the time of the Shared Owner's death.

The succession to the Shared Ownership arrangement can only take place once. This offer will be subject to the partner being able to afford at least a 25% equity share of the property. Surviving partners who are unable to afford a 25% share may be offered assistance as described below.

#### Leaseholders and freeholders who cannot afford a 25% share of a new home

Where a resident leaseholder is unable to raise sufficient funds for Shared Equity or Shared Ownership, the Council will sympathetically review the options available to each

## Appendix 1

### *Draft Haringey Estate Renewal Rehousing and Payments Policy*

leaseholder to provide the most suitable offer they can afford. This may include alternative financing, smaller properties or an affordable home to rent.

Where an existing leaseholder or freeholder will not be able to purchase a suitable home on the open market, they may be placed on the Housing Register. This will only apply in limited circumstances, for example, where they are aged over 50 or disabled requiring adapted accommodation, and their application will be assessed in line with paragraphs 5.8.4 to 5.8.6 of the current Allocations Scheme.

#### Scheme specific offers

The rehousing options in this section, including the Shared Equity and Shared Ownership options described above, represent the minimum offer to tenants, leaseholders and freeholders. However, each renewal scheme may offer additional options where these can be accommodated within the finances and housing mix of the scheme.

### **5.5 Appeals**

The Council has a two-stage complaints process, which can be used in relation to appeals against the application of this policy.

Tenants can ask for a review of the property allocated to them under the Choice Based Lettings scheme or as a direct offer. This review will follow the procedure laid out in the Allocations Scheme. There will be no further right of appeal from the decision on review.

**Report for:** Cabinet, 20<sup>th</sup> June 2017

**Item number:** 15

**Title:** Conservation Area Appraisals and Management Plans for North Tottenham, Scotland Green, Bruce Grove, Tottenham Green, Seven Sisters/Page Green and South Tottenham.

**Report**

**authorised by :** Lyn Garner, Strategic Director Regeneration, Planning and Development

**Lead Officer:** Nairita Chakraborty, Principal Conservation Officer (x2841)  
Lucy Morrow, Planning Officer (x4497)

**Ward(s) affected:** Northumberland Park, Bruce Grove, Tottenham Hale, Tottenham Green, Seven Sisters

**Report for Key/**

**Non Key Decision:** Key



**1 Describe the issue under consideration**

- 1.1 This report seeks Cabinet's approval for the adoption of six Conservation Area appraisal and management plan documents (attached at Appendices 4-9) that make up the Tottenham High Road Historic Corridor - North Tottenham, Scotland Green, Bruce Grove, Tottenham Green, Seven Sisters/Page Green and South Tottenham.
- 1.2 Cabinet approved the draft documents for public consultation in November 2016, which took place between 10<sup>th</sup> November 2016 and 22<sup>nd</sup> December 2016. The appraisals and management plans have been revised and updated as a result of the comments received to consultation where appropriate. The response to the consultation is summarised in the Consultation Statement (Appendix 1). Individual responses are detailed in Appendix 2.
- 1.3 Comments were also received on the proposals to amend the boundaries of the Conservation Areas. The recommended boundary changes have been amended having regard to representations received at consultation. They are shown on maps in Appendix 3 and summarised in section 6 below

## 2 Cabinet Member Introduction

- 2.1 Haringey's Local Plan recognises the wealth of heritage assets present across the borough that we need to conserve and, where possible, enhance. Having up to date conservation area appraisals and management plans is critical to ensuring we have identified the key historic characteristics and elements that make these areas special and worthy of protection. They will be used by the Council to inform our decisions about how best to manage these areas, including enforcement action and as a basis for determining the acceptability of development proposals. We also hope they will be of assistance to property owners in the maintenance and management of their own buildings.

## 3 Recommendations

- 3.1 That Cabinet:
- A. Notes the comments received to the consultation, and how these have been taken in to account in finalising the draft documents, highlighted in paragraph 6.7-6.11 and set out in detail in appendices 1 and 2.
  - B. Approves the adoption and publication of the finalised Conservation Area Appraisal and Management Plans as attached at Appendices 4-9.
  - C. Authorises the various changes to Conservation Area boundaries detailed in Appendix 3, including the removal of the Conservation Area designation from South Tottenham.

## 4 Reasons for decision

- 4.1 The Council has a statutory duty to ensure that conservation areas are preserved or enhanced and publish policies for the implementation of the same.
- 4.2 The current appraisals for the Tottenham High Road conservation areas have not been updated since 2009. Up-to-date appraisals and management plans will provide a sound basis for development management decisions which are defensible on appeal. The documents will also serve as a useful guide for the Council as well as the property owners and those putting forward heritage projects and development proposals as to how best to preserve or enhance the area's character.
- 4.3 The Conservation Areas fall within the area covered by the emerging Tottenham Area Action Plan, which promotes development and change along certain parts of the High Road. It is therefore important that the Council adopt these documents in order to support the Council's local plan policies and ensure that, where development and change is proposed, this takes into account the



significance of the area and opportunities to preserve or enhance its historic character.

- 4.4 The appraisals include recommendations for revisions to the Conservation Area boundaries as per the statutory duty under Section 69 of Listed Buildings and Conservation Areas Act 1990). The Council must ensure that designated conservation areas are of sufficient special architectural or historic interest to warrant designation, in line with the National Planning Policy Framework (paragraph 127) and Historic England guidelines.

## 5 Alternative options considered

- 5.2 The existing conservation area appraisal for the Tottenham High Road Historic Corridor was updated in 2009. However, continuing to use this document is not considered advisable. The area has undergone significant change since the document was written and it is therefore out of date. The emerging Tottenham Area Action Plan (Policy AAP5: Conservation and Heritage) indicates the need for review of such documents.
- 5.3 The appraisals include recommendations for alterations to the boundaries of the conservation areas. The option of leaving the boundaries as they currently are is considered but this course is not recommended. Some areas have been altered to such an extent that they no longer warrant statutory designation. The National Planning Policy Framework (Paragraph 127) states that “When considering the designation of conservation areas, local planning authorities should ensure that the area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest”. In cases where there is no discernable special character, the designation is unwarranted.

## 6 Background information

- 6.1 There are 29 conservation areas in Haringey designated under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990. These are defined as “an area of special architectural or historic interest the character and the appearance of which is desirable to preserve or enhance”. The Council has a statutory requirement to ‘...*formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas*’ under Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990.
- 6.2 The Council is undertaking a rolling programme of producing Conservation Area Appraisals and Management Plans, and reviewing those existing appraisals that

are outdated. The conservation areas of the Tottenham High Road Historic Corridor were originally designated between 1972 and 1998, and together form a continuous corridor covering the historic arterial route from the borough's boundary with Hackney in the South, to the boundary with Enfield in the North. These were prioritised because of development aspiration in Tottenham and the need to ensure this is sensitively undertaken to conserve or enhance the historic environment in Tottenham.

- 6.3 The Appraisals follow guidance published by Historic England and were undertaken by independent consultants. They clearly identify those elements that make the area special including an audit of buildings, and provide further guidance on what kinds of development is appropriate. The documents also include a review of conservation area boundaries – essential to ensure conservation area designations are warranted, meaningful, and in line with statutory and national policy requirements. When adopted, the documents have the status of evidence-base documents which aid the implementation of approved development plan policies for the preservation and enhancement of conservation areas and are a material consideration in the determination of planning applications. The documents have been screened and it was determined that a Strategic Environmental Assessment under the provisions of the SEA Directive (European Directive 2001/42/EC) is not appropriate in this case.
- 6.4 It is important to stress that a character appraisal or management plan **cannot introduce new policy**. The purpose of the appraisal and management plan is to provide a clear indication of the Council's approach to the preservation and enhancement of the conservation areas, as well as supporting existing planning policy already set out in the Local Plan.
- 6.5 An adopted character appraisal provides a sound basis, defensible on appeal, to implement the Council's approved development plan policies and to inform development management decisions. The appraisal is for the use of local residents, community groups, businesses, property owners, architects and developers and is an aid to the formulation and design of development proposals and change in this particular area. The document will be used by the Council in the assessment of all development proposals and will be taken into account by the Planning Inspectorate when it considers and determines planning appeals.
- 6.5 The character appraisal is also helpful to those considering investing in the area, and can be used to guide the form and scale of new development proposals. When funding was sought for grant aid schemes, such as the Townscape Heritage Initiative at Bruce Grove, an adopted character appraisal was essential to demonstrate the value of the area.

## Structure of the Conservation Area Appraisal and Management Plan Documents

6.6 The Conservation Area Appraisal and Management Plan documents have been written to reflect the framework set out in *Understanding Place: Conservation Area Designation, Appraisal and Management*, published by Historic England in March 2011. A brief structure of the documents is set out below:

### Appraisal

- **The summary of special interest:** a succinct description of the overall character of the conservation area.
  
- **Comprehensive appraisal:** recording the special character of the area covering;
  - location and setting
  - historical development and archaeology
  - architectural quality
  - public realm
  - condition and development pressure.
  
- **Audit:** A record of all buildings in the area, indicating whether they are make a positive, negative and neutral contribution.

### Management Plan

- **Principles for development management:** Setting out the Council's approach to managing new development, including when planning permission is required, expectations for applications, and relevant policies.
  
- **Boundary Review:** Recommendations for changes to the conservation area boundaries are shown in the maps provided in appendix 3.
  
- **Preserving and Enhancing the Conservation Area:** A comprehensive new set of accessible illustrated Design Guidelines detailing how the special character should be preserved or enhanced covering;
  - Shop front design
  - Making changes to listed buildings
  - Extensions
  - External Maintenance and facade restoration
  - Window and door replacements

Please see appendices 4 – 9 for the draft documents in full.

## Community Involvement and Public Consultation

- 6.7 The Tottenham Conservation Area Advisory Committee were consulted during the production of the documents, and were given a chance to review the draft document and make comments before publication. Ward councillors for those wards affected were also given the opportunity to comment prior to publication.
- 6.8 A six week Public consultation of the draft documents was undertaken from the 10<sup>th</sup> November to the 22<sup>nd</sup> of December 2017 in line with the Council's Statement of Community Involvement (SCI). Two public meeting were held as part of the consultation process, in line with the requirements of Section 71 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990. Consultation responses were collated and analysed in the Consultation Statement included at Appendix 1. Respondents included residents and business owners, with detailed representations from Tottenham CAAC, Page Green Residents Association, and Tottenham Hotspur Football Club.
- 6.9 Comments from statutory consultees such as Historic England have also been received. These have been discussed in the specific sections of each of the conservation areas.
- 6.10 Consultation comments generally emphasised the need to protect the character of the Conservation area. Some expressed general concerns about the effect of future development, and the need for more effective enforcement against inappropriate changes. Among those who did not support the adoption of the document as published, the main concern was specific proposed boundary alterations which were felt to be inappropriate. These have been carefully considered, and in some cases the proposed new boundary has been altered to better reflect the views of the local community.
- 6.11 Based on the consultation comments, the final boundary alterations are as follows:

North Tottenham

- **Remove the Conservation Area designation from the area north of Brantwood Road:** There are no remaining buildings of architectural or historical interest in this section.
  
- **Redraw the boundary to exclude the new Sainsbury's development on Northumberland Park:** Historic buildings in this section have been demolished and replaced with the new Sainsbury's supermarket.
  
- **Remove the conservation area designation from the southern section of White Hart Lane:** In response to consultation comments, it is agreed that section between 7 White Hart Lane (listed grade II) and the White Hart Lane Station (locally listed) the boundary only includes a

modern wall and open space fronting the housing estate. This section is not considered to be of sufficient special interest to justify conservation area designation.

- **Remove the Conservation Area designation from the central section of the high road, from just north of Moselle Street to Brereton Road, and the east side of the High Road only between Brereton Road and Park Lane:** All of the buildings on the east side of the High Road have been demolished as part of the redevelopment of the Spurs football ground, with the exception of Warrington House (No. 744) which will be incorporated within a new facade. The overwhelming scale of the new development will dominate the street and have a major impact on the character of this part of the conservation area.

The remaining buildings on the west side of the High Road, taken by themselves, are not considered of sufficient special interest to justify conservation area designation in accordance with NPPF.

Historic England have objected to this proposal stating *“Whilst the section proposed for de-designation does not contain buildings of consistent quality as those to the north and south and is undergoing relatively seismic change in respect of redevelopment on the east side, we would not consider the removal of a connecting section of conservation area (noted for historic interest lying in the ribbon development of one of London’s principal historic thoroughfares) as good practice. A better approach would be to take a closer management of how change in the conservation area can ensure that this linear nature and the ability to understand the development of the different historic layers that comprise it can be reinforced through sensitive new development and the enhancement of those positive elements of the historic environment. Whilst the NPPF states that CA’s and areas within CA’s should demonstrate sufficient historic character to warrant designation that it is fundamental to the character that it is an “area” defined by a common set of heritage values. [...] In the instance of North Tottenham I would suggest that the boundary change would be best served by retaining the west side of the street within the CA and a set of positive strategies and guidance set out to manage change in a positive way.”*

The comments from Historic England have been considered carefully. Whilst their group value in maintaining the linearity and continuity of the High Road is acknowledged, their architectural quality and integrity has been compromised to such an extent that their inclusion will undermine the quality and integrity of the rest of the conservation area which is of much higher quality. This would be against NPPF paragraph 127 (see paragraph 5.3) and it is therefore proposed to remove this section of the High Road from the Conservation Area.

Following comments from the Tottenham CAAC, it is proposed to retain St Francis de Sales Church and grounds within the Conservation Area based on their special historic character.

The Inspector's report into the Tottenham Area Action Plan has been received since the consultation on the Conservation Area amendments. This set out the following amendments to the Tottenham High Road policy: 'AAP8 - Tottenham High Road. Tottenham High Road is an example of an area of very high heritage value where there are allocations for a significant amount of development to enable regeneration of the area. To ensure that the heritage of Tottenham High Road as a whole is protected modification **TAMM30** to policy AAP8 makes clear that regeneration of the high road should be heritage-led. Without this modification the policy would not be consistent with the Framework which seeks conservation and protection of the historic environment.' This change has been agreed and is being included in the modifications to the Area Action Plan which is proposed to be adopted at July full Council pending a recommendation from June Cabinet.

The above changes to the High Road Conservation Area have been considered in the light of this amendment and are still considered to be appropriate. Given the proximity of the areas that are being removed from the Conservation Area to the remaining Conservation Area and the resulting impact on the setting of the remaining Conservation Area from development in these areas development will still need to be Heritage led in these areas.

### Scotland Green

- **Modify the boundary to exclude the flats on the east side of Kenmare Drive, and the infill housing development on the east side of the High Road behind the frontage buildings:** Neither of these housing developments are of special interest. It is recommended that the boundary is redrawn at the rear of the frontage buildings. The Friends Burial Ground should remain a part of the conservation area.

### Bruce Grove

- **Modify the western boundary of the conservation area to exclude parts of St Loy's Road, Forster Road and Felixtowe Road:** The terraced houses in these streets are of modest architectural quality which has been undermined by piecemeal alterations and loss of features. As a group, they have little or no visual relationship with the high road.
- **Extend the southern boundary to include part of the current Tottenham Green Conservation Area:** These buildings form part of the townscape of Bruce Grove.
- **Extend the western boundary to include part of Bruce Grove which currently sits within the Bruce Castle Conservation Area:** This

section is historically connected with the development of the high road and properly belongs within the Bruce Grove Conservation Area.

## Tottenham Green

- **Modify the north-western boundary to exclude Eleanor Close and Library Court:** This land has been redeveloped with new housing that makes no contribution to the special character of the area.
- **Modify the western boundary to exclude the north side of Philip Lane and the forecourt of the Tottenham Green Centre:** The terraces on Philip Lane are of very modest architectural quality and have been badly compromised by alterations. The forecourt and parking area of the Tottenham Green Centre is considered a detracting feature and does not contribute to the conservation area.
- **Modify the western Boundary to exclude the redeveloped Clyde Road Depot site:** The character of this area has been radically altered and it no longer makes a positive contribution to special architectural or historic character.

## Seven Sisters

- **Modify the eastern boundary to exclude the large Tesco site (No. 230):** The large scale and visual impact of this building detracts from the quality of the townscape.
- **Modify the eastern boundary to exclude the open space and Priscilla Wakefield House on Rangemoor Road.** This is not a historic open space and has little or no visual relationship with Page Green Common. The building makes no contribution to character.
- **Modify the southern boundary to include the Dutch House public house and the area in front of South Tottenham Station which is currently part of the South Tottenham Conservation Area:** It is recommended that the South Tottenham Conservation Area is dedesignated, however the Dutch house and South Tottenham Station area are of sufficient special interest to warrant Conservation Area designation and can be best managed as part of the Seven Sisters Conservation Area.

## South Tottenham

**It is recommended that the conservation area is dedesignated:** The special interest of the area is affected by the very modest architectural merit of the surviving Victorian/Edwardian built fabric, the level of alteration that has taken place, and the significant number of buildings fronting the High Road that detract from or contribute little to the streetscape. It is not considered to be of

sufficient special interest to warrant conservation area designation. Those buildings which retain some significance should be protected through statutory listing (St Ignatius Church) or local listing. It is also recommended that the Dutch House public house is incorporated within the Seven Sisters conservation area to the north.

In their comments, Historic England have agreed with this approach stating- *“In respect of South Tottenham, the arguments set out in the consultants appraisal are clear and I would agree that the townscape is in general of a relatively fragmentary significance and quality than the earlier and older corridor to the north. The statutory and local protection identified, and migration of the north east corner of the CA into the Seven Sisters CA, would offset some of the potential loss of the broader positive strategy that conservation area might provide. [...] In the instance of South Tottenham I am therefore relatively happy that the changes can be considered justified when considered against evidential, historic and aesthetic and communal values, and when set against the NPPF requirements”*.

Historic England have also suggested that further local guidance on character and distinctiveness could help to define how local landmarks and views might be enhanced whilst acknowledging that the area does not possess the cohesive historic character and appearance sufficient to warrant CA status. The Council has already undertaken the Urban Characterisation Study that identifies certain views and local landmarks within the area. This document has informed current DMDPD policies as well Tottenham Area Action Plan that incorporates recognition of views and landmarks.

## Next Steps

- 6.12 If Cabinet agrees with the Appraisals and the recommendations within the Management Plans, All residents would be sent a letter through post notifying them of the outcome of the consultation and the decision of the cabinet. A press release would be issued in Haringey Independent and in London Gazette as per statutory requirements of Section 70(8) of the Planning (Listed Buildings and Conservation Areas) Act 1990. Those residents that are affected by the boundary alterations would also be notified and Local Land Charges would be updated to reflect these alterations. Additionally, Local Plan documents, Proposals Map and other databases would also need to be updated to reflect the boundary alterations.

## 7 Contribution to strategic outcomes

- 7.1 The Appraisal and Management Plan documents support the Council's strategic objective 3 (A clean and well maintained and safe borough where people are proud to live and work) by providing a document that highlights the architectural and historical significance of the area. It also gives guidance on how the area can be maintained and enhanced in the future for our future generations to enjoy.



**8 Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Assistant Director of Corporate Governance and legal implications

- 8.1 As noted in the report there is a duty under section 69(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) (“the Act”) for a local planning authority (“LPA”) from time to time determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and shall designate those areas as conservation areas. Under section 69(2) of the Act from time to time the LPA shall review the past exercise of the functions noted above. The appraisals are part of this review process.
- 8.2 The designation of a conservation area will have several planning consequences. These include (and are not limited to):
- Restrictions (and potential criminal offence) concerning demolition in a conservation area without express planning permission.
  - The statutory duty under section 72 of the Act will be engaged, when determining planning applications in a conservation area to pay special attention to the desirability of preserving or enhancing the conservation area.
  - The statutory duty noted in the report under section 71 of the Act from time to time to formulate, publish proposals and hold a public meeting about them, for the preservation and enhancement of the conservation area. As the report notes the appraisals will assist in the formulation of these proposals in the development plan policies.
  - In determining planning applications, these policies regarding conservation areas will then become engaged. Part 12 of the government’s National Planning Policy Framework will also apply.
  - Restrictions on cutting down, topping, lopping, or uprooting trees in a conservation area.
  - Greater restrictions for certain otherwise permitted development under the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) (“the GPDO”).

- Restricts the power of the secretary of state to cancel or modify an immediate article 4 direction (restricting permitted development rights) under the GPDO for certain classes of development.
- Greater controls to display certain types of advertisement under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.

8.3 No formal consultation requirements are imposed by the Act, however as the report states there has been public consultation lasting 6 weeks. A public meeting was arranged, and all the consultation responses have been considered.

### Equality

8.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- tackle discrimination, harassment and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.5 This report does not introduce any new policy. The guidance in the document clarifies how the Council's existing planning policy will be implemented, and relates mainly to the architectural character of buildings in the area. It will apply equally across the area.

8.6 The community was consulted on the draft conservation appraisals and management plans, in accordance with the Council's Statement of Community Involvement. Input from the community has informed the finalised documents. No concerns from particular communities or groups of residents, relating to either our statutory equality duties or our commitment to a fair and equal borough, arose from this consultation.

8.7 The outcome of the consultation and decision, including a Consultation statement summarising comments received and the Council's response, will be publicised in accordance with the Council's Statement of Community Involvement. Documents relating to the Consultation, and information about how residents with questions about the outcome can get in touch, will be available on the Council's Website.

Finance and Procurement

- 8.8 Any costs associated with publication of the adopted character appraisal will be contained within existing approved budgets for Planning Policy & Design.

## 9 Use of Appendices

Appendix 1: Consultation Report

Appendix 2: Responses received at consultation

Appendix 3: Maps showing proposed boundary alterations, revised having regard to representations received

Appendix 4: North Tottenham Conservation Area Character Appraisal and Management Plan

Appendix 5: Scotland Green Conservation Area Character Appraisal and Management Plan

Appendix 6: Bruce Grove Conservation Area Character Appraisal and Management Plan

Appendix 7: Tottenham Green Conservation Area Character Appraisal and Management Plan

Appendix 8: Seven Sisters/Page Green Conservation Area Appraisal and Management Plan

Appendix 9: South Tottenham Conservation Area Appraisal and Management Plan

## 10 Local Government (Access to Information) Act 1985

- a) Cabinet Member Report dated 1st November 2016: Conservation Area Appraisals and Management Plans for North Tottenham, Scotland Green, Bruce Grove, Tottenham Green, Seven Sisters/Page Green and South Tottenham.  
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=435&MIId=8049> (Item 5)
- b) Planning (Listed Buildings and Conservation Areas) Act 1990
- c) National Planning Policy Framework (NPPF), March, 2012;
- d) Historic England Advice Note 1, Conservation Area Designation, Appraisal and Management, February 2016
- e) Understanding Place: Conservation Area Designation, Appraisal and Management, Historic England, March 2011

Report for: Cabinet – 20 June 2017

Item number: To be added by the Committee Section

Title: Adoption of Alterations to the Strategic Policies (2013), Site Allocations DPD, Development Management DPD, and Tottenham Area Action Plan DPD

Report authorised by : Lyn Garner – Director of Planning, Regeneration and Development

Lead Officer: Matthew Paterson, 020 8489 5516,  
matthew.patterson@haringey.gov.uk

Ward(s) affected: All

Report for Key/  
Non Key Decision: Key

## 1 Describe the issue under consideration

1.1 This report documents the outcome of the independent Examination in Public of the above four Local Plans and advises that these be recommended to Full Council for adoption as part of the local development plan for Haringey.

## 2 Cabinet member introduction

2.1 The new planning policy framework for Haringey will replace our old Unitary Development Plan and engages with our ambitions for the Borough and, in particular, our programme for the regeneration of parts of Tottenham and Wood Green. An up to date and robust policy framework will ensure that, as a Local Planning Authority, we are able to determine planning applications for new development proposals that will meet our identified needs for housing, including affordable housing, employment, community facilities, infrastructure, and other land uses.

### 3 Recommendations

- 3.1 That the Cabinet note the outcome of the independent Examination in Public of the Alterations to the Strategic Policies 2013, the Site Allocations DPD, the Development Management DPD, and the Tottenham AAP, as set out in Section 8 of this report and in the Inspector's Report (attached at Appendix A);
- 3.2 That Cabinet recommend that Full Council adopt the Alterations to the Strategic Policies 2013, the Site Allocations DPD, the Development Management DPD, and the Tottenham Area Action Plan with the changes recommended by the Planning Inspector as set out in schedules of modifications to the Inspector's report (attached at Appendices B - E).

### 4 Reasons for decision

- 4.1 To progress the local development plans to adoption in accordance with the current Local Development Scheme, to ensure that an up-to-date Local Plan for the Borough is in place and to comply with regulatory requirements.

### 5 Alternative options considered

- 5.1 It is recommended that the Council now proceed to adopt the four Local Plans incorporating the modifications as agreed and as appended to the Inspector's Report. The modifications have been made in light of the discussions of the main issues between the Council's officers and other participants at the Examination in Public (EiP) hearing sessions and the Inspector's comments throughout the process. They have been the subject of public consultation and, in making the modifications, the Planning Inspector has taken into account the responses received.
- 5.2 The only other option available for consideration at this stage is withdrawal of one or more of the Local Plans. This option would be at odds with the Council's adopted Local Development Scheme and it would leave Haringey without a substantial part of an up-to-date Development Plan. Given the National Planning Policy Framework (NPPF) presumption in favour of sustainable development that applies where boroughs do not have an up to date development plan, a decision not to adopt would leave the Council with little local policy control over the determination of applications, relying on the extant Strategic Policies and those UDP policies which are in conformity with the NPPF. It would also be a significant barrier to implementing the Council's strategic priorities for regeneration and growth, and would obstruct securing the infrastructure necessary to meet the demands of growth in the Borough. However, there are no grounds currently that would warrant the Council's consideration of this option.

### 6 Background information

- 6.1 The four development plan documents will comprise the Local Plan for the Borough, and contain the detailed policies and site allocations that will be used to determine the acceptability of planning applications over the next 15 years. They have been prepared to reaffirm the spatial development strategy for the

Borough and help deliver the identified needs for housing, employment and other land use and development requirements.

- 6.2 Consultation on the content of the four development plan documents commenced in 2014 and since then these documents have been the subject of two further rounds of formal consultation during their preparation; Preferred Option (February – March 2015) and Pre-Submission (January – March 2016). At each stage of consultation the documents have been revised to respond to comments received, and on 24<sup>th</sup> May 2016, the documents were submitted to the Planning Inspectorate for independent Examination in Public (EiP).
- 6.3 The public hearing sessions were held between 23<sup>rd</sup> August and 8<sup>th</sup> September 2016. The hearings afforded those interested in a plan to raise their specific concerns with the Planning Inspector. Where appropriate, to address legitimate **‘soundness’** concerns raised, the participants, Council officers, and the Planning Inspector agreed a schedule of further modifications to each plan that was then the subject of consultation that ran from 18<sup>th</sup> November 2016 until 13<sup>th</sup> January 2017.
- 6.4 **The Planning Inspector’s Report was received by the Council on 28<sup>th</sup> April 2017,** and subject to the agreed modifications being made, the Inspector has concluded that the four Local Plans are sound and can be adopted by the Council for use in managing development proposals within the Borough.

## 7 Purpose and Outcome of the Examination in Public

- 7.1 Section 20 of the Planning and Compulsory Purchase Act 2004 (as amended) (**“the Act”**) requires every local Development Plan Document (DPD) to be submitted to the Secretary of State for independent examination. The purpose of the Examination is to determine that the plan has been prepared in accordance with legal requirements and that it is **‘sound’**.
- 7.2 Legal compliance means that the plan has been prepared:
- **In accordance with the Council’s Local Development Scheme and Statement of Community Involvement;**
  - Has been the subject of sustainability appraisal;
  - Has regard to national policy; and
  - **Conforms generally to the regional spatial strategy (‘the London Plan’)**
- 7.3 The NPPF **amplifies what is meant by ‘sound’** in relation to local development plan documents. To be sound, a DPD must be:
- Justified (in relation to the evidence base and reasonable alternatives);
  - Effective (deliverable, flexible, and capable of being monitored);
  - Positively prepared (does not stifle development); and
  - Consistent with national policy

- 7.4 The **Planning Inspector's Report** confirms that the **Alterations to the Strategic Policies 2013**, the **Site Allocations DPD**, the **Development Management DPD**, and the **Tottenham Area Action Plan DPD** as **legally compliant and 'sound'**.

## 8 Main Issues and Inspector's Modifications

- 8.1 The following section outlines the main changes to each Local Plan document as arising from pre-submission consultation and the examination process. In general, the Planning Inspector was generally concerned with ensuring the policies of the Plans were workable, easy to interpret and apply, and were not overly onus in their requirements or the policy tests and thresholds that new development would need to meet. The Planning Inspector was also keen to ensure that the plans clearly set out where the specific land use targets were to be met, that monitoring criteria include actions to be taken should policy targets or objectives are not being delivered, and that policy requirements of the Local Plan did not cover matters more appropriately controlled or managed by other legislation.

### Alterations to the Strategic Policies DPD 2013

- 8.2 The majority of the changes recommended by the Planning Inspector on the **Alterations to the Strategic Policies DPD 2013** were in respect of setting out more clearly where and by when the different needs set out within the policies would be met (i.e. for housing, employment & infrastructure), ensuring progress against the delivery of minimum requirements could be easily monitored. In this regard, the Inspector also recommended the inclusion of more detailed trajectories for housing, employment and infrastructure, additional information **on the Borough's five year housing land supply**, as well as cross-references to the other Local Development Plan documents where the detailed delivery would be set out, and to clarify the interventions the Council might take should policy objectives, targets or elements of the spatial strategy fail to materialise.
- 8.3 Changes were specifically recommended to the policy on estate renewal within Strategic Policy SP2, with the intention of helping to clarify the policy intention. This included clarification that renewal may include strategic improvements and not just redevelopment; that the intention is to replace social rented housing with new social rented housing on an equivalent floorspace basis; and to clarify that estate renewal would still be subject to the provisions of Policy DM13: Affordable Housing and therein, the requirement to maximise the provision of affordable housing over and above the replacement of the social rented homes, having regard to the 40% borough-wide affordable housing target and to development viability.

### Site Allocations DPD

- 8.4 The changes agreed by the Council to the Regulation 19 Publication version were factual corrections or additions reflecting site circumstances. The Council did not propose to remove any of the sites as a result of comments received to the Regulation 19 Publication version.



8.5 The general changes recommended by the Planning Inspector were:

- to better sign-posting how the allocations within the document give effect to the spatial distribution and quantum of growth set out within the Strategic Policies DPD;
- to clarify the relationship between the Site Allocations DPD and other DPDs that make up the Local Plan including the Tottenham AAP and the proposed Wood Green AAP;
- to include cross references to the Strategic Policies and/or Development Management Policies where the allocation seeks a requirement of new development; and
- for Local Employment Areas to clearly state that **'mixed-use' development** is what is being sought on these sites to deliver the maximum employment floorspace feasible.

8.6 None of these changes resulted in a material change to the allocations or the DPD as a whole.

8.7 The recommendations made to specific sites were limited:

- Warehouse Living Sites (SA30, SA 31, SA32, SA33 & SA34): The removal of indicative capacities due to uncertainty over the amount of existing lawful development on individual sites. To confirm that the overall indicative capacities could still be included in the Borough housing trajectory, contributing to the strategic housing requirement. Lastly, the need to ensure that the requirement to prepare site masterplans, takes into account site circumstances & neighbouring Warehouse Living sites, as well as the requirements of DM38.
- SA42 Highgate Bowl: The supporting policy text is amended so that the open space provision within the Bowl is not designated through the allocation of the Bowl but rather, is to be secured through development of the different parcels of previously developed land within the upper sections of the Bowl. To include, as a long-term objective of the allocation, the **Council's** aspiration to secure public access of the Bowl where feasible.
- SA49 Park & Lynton Roads: An amendment to confirm that the green space on the corner of Lynton and the Grove is in Council ownership and is to be retained as providing local amenity space upon redevelopment of the site. To ensure consideration is given to the potential to retain **the 'Old Piano Factory'** building, on heritage merit grounds.
- SA60 Keston Centre: To clarify that use of MOL to improve site access must be justified and offset by the benefits of the development. To consider the potential to retain the existing Keston Centre on the basis of an assessment of heritage merit. To expand the requirement to replace the existing education use, so that reprovision of a wider array of community uses may be considered.
- SA62 Broadwater Farm: An amendment to include principles to guide the preparation of the SPD/masterplan for the strategic improvement/development of the site. To amend the site boundary to remove private houses between the Recreation Ground and Lordship Lane.
- SA63 Selby Centre: An amendment to recognise that the redevelopment of the site should be community use led. To acknowledge that the use and function

of the range of community uses to be reprovided are an important consideration.

- Schedule of Local Views: To clarify that the views require validation in terms of the London Views Management Framework and that each needs reference by the inclusion of northings & eastings.

8.8 The only site recommended by the Planning Inspector to be withdrawn from the Site Allocations DPD was the Pinkham Way site. This was on the basis that the Council was not proposing any changes to the extant policy position applying to the site and, therefore, its allocation was unnecessary.

### Development Management DPD

8.9 Of the 56 development management policies that were set out and subject to consultation at the pre-submission stage, 24 policies were not subject to any further change (i.e. the Planning Inspector took no issue with these and the Council did not propose any further changes in response to the representations made at Regulation 19 publication). These policies were:

- DM1: Haringey Development Charter
- DM4: Waste Management Facilities
- DM7: Infill, Back Land, & Garden Land Sites
- DM8: Shopfronts, Signs & On-street Dining
- DM10: Housing Supply
- DM14: Self Build & Custom Build Housing
- DM19: Nature Conservation
- DM21: Sustainable Design & Construction
- DM25: Sustainable Drainage
- DM26: Critical Drainage Areas
- DM29: On-site Waste & Water Supply
- DM31: Sustainable Transport
- DM32: Parking
- DM35: Cycle Storage
- DM36: Minim Cab Offices
- DM43: Local Shopping Centres
- DM44: Neighbourhood Parades
- DM49: Managing Community Infrastructure
- DM50: Public Houses
- DM51: Day Nurseries & Child Care Facilities
- DM52: Burial Space
- DM53: Hostel & Visitor Accommodation
- DM54: Telecommunications
- DM56: Supporting Site Assembly

8.10 Where changes to the policies were recommended, either by the Planning Inspector or by the Council in response to representations at the Regulation 19 publication stage, these fell into 2 categories: Non-material & material.

8.11 Non-material amendments are those that did not change or alter the overall aims or intention of the policy. They included:

- a. Changing words so they are consistent with the wording in national or regional planning policy (e.g. replacing ‘sustains’ with ‘conserves’ or ‘inclusive’ rather than ‘balanced’ communities);
- b. The addition of cross-referencing to strengthen policy connections or links to supplementary planning documents;
- c. Re-wording of policies to reverse the onus of requirements (e.g. from ‘The Council will refuse where’ to ‘Proposals must not result in’);
- d. Amendments to clarify how the policy is to be applied, ensuring developers can easily understand what is required of them/or of the development to comply with the policy, and to ensure that the delivery of the policy objectives are enforceable and able to be monitored; or
- e. To correct an omission or to ensure consistency in wording/terms between policies.

8.12 There were 23 policies that were subject to non-material changes. These are listed below and include the type of non-material change made as reference above:

- DM3: Public Realm (c)
- DM5: Locally Significant Views and Vistas (b, c & d)
- DM9: Management of the Historic Environment (a)
- DM11: Housing Mix (a & d)
- DM12: Housing Design and Quality (b)
- DM13: Affordable Housing (a & d)
- DM15: Specialist Housing (b & c)
- DM16: Residential Conversions (b)
- DM17: Houses in Multiple Occupation (b & d)
- DM18: Basements (b & d)
- DM20: Open Space (b & c)
- DM23: Environmental Protection (c)
- DM24: Managing & Reducing Flood Risk (d)
- DM27: Protecting and Improving Groundwater (c)
- DM28: Watercourse and Flood Defences (c)
- DM30: New Waste Facilities (c)
- DM33: Crossovers & Vehicular Access (d)
- DM34: Driveways & Front Gardens (b & d)
- DM39: Warehouse Living (d)
- DM41: New Town Centre Development (e)
- DM42: Primary and Secondary Frontages (e)
- DM45: Optimising Use of Town Centre Land and Floorspace (e)
- DM55: Regeneration & Masterplanning (d)

8.13 Nine policies were therefore the subject of ‘material change’. These are set out below with a brief description of the changes recommended and why.

- DM2: Accessible and Safe Environments – It was considered to be onerous to require compliance with ‘Secure by Design’ principles, this was therefore

amended to require proposals to ‘have regard’ to the Secure by Design principles only.

- DM6: Building Heights – It was recommended to remove the requirement on proposals for taller buildings to be justified in community benefit terms, which was considered to be onerous and the test for how this requirement would be met was considered undefined.
- DM22: Decentralised Energy – It was considered that the policy requirement for connection to a District-wide Energy network was too prescriptive and onerous. It was considered that the application of this policy requirement could only be subject to further considerations of the feasibility and viability of doing so.
- DM37: Maximising the Use of Employment Land and Floorspace – It was considered that the policy could benefit from introducing further flexibility for Locally Significant Industrial Sites enabling the Council to consider proposals that could assist with the achievement of strategic economic outcomes but that may not be limited to solely B Use Class uses.
- DM38: Employment-led Regeneration – It was considered that the policy was too prescriptive and not flexible enough to take into account all site circumstances and, therefore, could prevent suitable sites coming forward. It was recommended the policy should only address Local Employment Regeneration Areas, and that non-designated employment sites should be dealt with separately under modifications to Policy DM40. It was also considered that the requirement that surplus sites should be investigated for Gypsy and Traveller pitch provision was unjustified and therefore it was recommended this requirement be deleted.
- DM40: Loss of Employment Land and Floorspace – The Planning Inspector queried the **Council’s** justification for the 3 years marketing and the sequential approach to land use considerations if existing sites are determined to be surplus to employment use. It was considered that these requirements may prevent suitable sites coming forward and recommended flexibility be introduced by not making them absolute requirements but rather matters the Council would take into consideration but could be overcome by an applicant submitting suitable evidence to justify outweighing them.
- DM46: Betting Shops – The Planning Inspector did not consider there was robust evidence to support the 5% threshold for saturation causing harm on health grounds. Rather than deleting the policy, it was agreed that the health criteria be replaced by criteria on the saturation impact on town centre vitality, which it was considered would be an equally valid way of controlling the clustering and over saturation of betting shops within our town centres.
- DM47: Hot Food Takeaways – As with Policy DM46, the Planning Inspector did not consider there was robust evidence to support the policy on health impact grounds, in particular, the correlation between schools and distance to takeaway shops. The Inspector recommended the criteria be replaced with ones based on proposals having an unacceptable impact on town centre vitality.
- DM48: Planning Obligations – The Planning Inspector took issue with reference to the requirement for obligations in policies throughout the Plan, and recommended that the policy be altered to include a list of obligations the Council might seek depending on site circumstances, impacts to be mitigated and the legal tests. This was considered to provide greater clarity to potential developers of the likely obligations that might apply to their scheme.

## Tottenham Area Action Plan DPD

8.14 Of the 11 policies within the Tottenham AAP, 4 policies were not subject to any further change (i.e. the Planning Inspector took no issue with these and the Council did not propose any further changes in response to the representations made at Regulation 19 publication). These policies were:

- AAP2: Supporting Site Assembly
- AAP7: Transport
- AAP9: Tottenham Green Grid
- AAP10: Meanwhile Use

8.15 With respect to the remaining 7 policies, 4 were the subject of non-material amendments. These are listed below and include the type of non-material change made, as referenced in paragraph 8.11 above.

- AAP1: Regeneration and Masterplanning (a & d)
- AAP3: Housing (a & b)
- AAP4: Employment (a & b)
- AAP6: Urban Design (b & c)

8.16 Three **policies were therefore subject to 'material' change**. These are set out below with a brief description of the changes recommended and why.

- AAP5: Conservation and Heritage – the Planning Inspector considered that large parts of the policy reinterprets or repeated policies contained in the National Planning Policy Framework and that this was unnecessary and recommended they be deleted.
- AAP8: Development along Tottenham High Road – the Planning Inspector considered that the policy did not adequately ensure the historic environment of the High Road was protected in accordance with national policy. The Inspector recommended the policy be altered to make it clear that regeneration and development of the High Road should be heritage-led.
- AAP11: Infrastructure – the Planning Inspector took issue with Part D of the policy, which sought to create local employment opportunities through construction and skills training. The Inspector considered the requirements did not meet the legal tests for the use of obligations. In preference, the Inspector has recommended the policy be limited to address just the adequate provision of infrastructure, but include a cross-reference to Policies SP17 and DM48, which set out planning obligations the Council may seek, including employment and skill training.

8.17 In respect of the 27 site allocations within the Tottenham AAP, the changes agreed by the Council to the Regulation 19 Publication were factual corrections or additions to site descriptions or requirements reflecting site circumstances. The Council did not propose to remove any of the sites as a result of comments received to the Regulation 19 Publication.

8.18 The general changes recommended by the Planning Inspector to the site allocations within the Tottenham AAP were:

- to include references to on or off-site heritage, flooding and drainage constraints that any proposed development will need to take into consideration, which may, in respect of listed buildings, include options for repair and viable reuse;
- to add further cross-referencing where appropriate to strengthen policy connections or links to supplementary planning documents;
- **for Local Employment Areas to clearly state that ‘mixed-use’ development is what is being sought on these sites to deliver the maximum employment floorspace feasible.**
- to include a clear development requirements that seeks to optimise the use of land, in particular, in respect of sites proposed for intensification of employment or for community use; and
- to provide residence with clarity around the process that will be likely followed for resident engagement on proposals for estate renewal on estate renewal sites.

8.19 None of the above changes resulted in a material change to the allocations or the Tottenham AAP as a whole.

8.20 The key changes recommended to specific site allocations within the Tottenham Area Action Plan DPD were limited to the following:

- SS1 Seven Sisters and West Green Road: changes recommended are to **replace shop ‘units’ with shop ‘fronts’ as it is the latter that Planning can control, and to replace the requirement to ‘preserve’ independent traders with ‘support’ independent traders ensuring flexibility.**
- TG2 Tottenham Chances and Nicholson Court: it is recommended to include a further development guideline ensuring appropriate provision of replacement community use and to consult with existing site users and other stakeholders on the form and function of that community use provision.
- TG3 Tottenham Police Station and Reynardson Court: it was recognised that the site was in different parcels of ownership and would benefit from a site-wide masterplanned approach to ensure the optimum development potential could be realised.
- NT3 Northumberland Park North, NT5 High Road West, and NT7 Tottenham Hotspur Stadium: the changes were to the introductory section to North Tottenham as well as the individual site allocations. They seek to recognise that AAP proposes a significant increase in retail and leisure provision requiring a new or expanded town centre that would likely include frontages on all three sites. It clarifies that coordinate approach is required to ensure that the resulting distribution of new retail and town centre boundary results in a functional townscape layout.
- NT5 High Road West: the recommended change deletes the safeguarded waste site within the High Road West site and the requirement for re-provision of this capacity upon redevelopment of the site. This change reflects the fact that the waste management capacity from the existing facility at 44 White Hart Lane has been transferred to the operation at Brantwood House.
- NT& Tottenham Hotspur Stadium: the changes update the indicative development capacity of the site to reflect the most recent planning permission for the site. Changes are also made to include retail use, alongside commercial use, as an appropriate land use within redevelopment of the site.

- TH2 Tottenham Hale Station: the recommended changes seek to include reference to the up-to-date Council approved masterplan for District Centre Framework.
- TH9 Hale Wharf: the recommendation is to include a statement about the need to protect and enhance the nature conservation value of the neighbouring protected nature conservation sites, and to encourage the applicant to engage with Natural England on proposals to achieve this.

### Sustainability Appraisal, Habitats Assessment and Health Impact Assessment

- 8.21 Section 19 of the Act and the Environmental Assessment of Plans and Programmes Regulations (2004) (“**the Regulations**”) require local planning authorities to carry out sustainability appraisal of local plan documents and to prepare a report of the findings of the appraisal. The Regulations prescribe the requirements for an environmental assessment pursuant to relevant European Union directives. However, as a matter of national policy, the UK Government requires sustainability appraisal to also assess economic and social effects, as well as those in relation to the environment.
- 8.22 At all stages of preparation of the four local plan documents, the Council has undertaken sustainability appraisal of the documents, in accordance with the requirements and proportionate to the level of detail contained with the documents at the stage reached. This includes the public consultations on modifications made through the examination process, as described above. The sustainability appraisal reports have been made available alongside the Local Plans at each stage of public consultation. The final sustainability appraisal reports will be permanently available for inspection alongside the four Local Plans.
- 8.23 The Conservation of Habitats and Species Regulations 2010 (as amended) (“**the Habitats Regulations**”) requires local planning authorities to make an ‘**appropriate assessment**’ of the implications for designated ‘**European**’ sites of a plan that they intend to bring into effect. The Habitats Regulations prescribe the requirements for Habitats Assessment pursuant to relevant European Union directives.
- 8.24 The Council has undertaken an assessment in accordance with the Habitats Regulations, and in consultation with Natural England, of the impact of the four Local Plans on all European sites within a 15 kilometre radius of the Borough boundary. The assessment was first carried out for the Preferred Option stage and updated at each subsequent stage of the Local Plans preparation. As with the sustainability appraisal, the Habitats Assessment has also been made available alongside the Local Plans for public consultation. The final assessment will be permanently available for inspection on the **Council’s** website.

### Relationship with the Emerging Wood Green Area Action Plan (AAP)

- 8.25 The Wood Green AAP is being prepared with the aims of enabling growth, generating increased employment, diversifying the employment, adding new housing, retail, and leisure, and redesigning public spaces. It will be necessary to revisit and reassess the policies and site allocations for the Wood Green area

contained in both the Development Management DPD and Site Allocations DPD. Where new policies and revised or new site allocations are justified, these will supersede the extant policies in other Local Plan documents when the Wood Green AAP is formally adopted towards the end of 2018.

## Desktop publishing

8.26 **Subject to Cabinet's agreement to the changes recommended by the Planning Inspector**, the four Local Plan documents will be amended to incorporate these changes and other minor modifications that were subject to consultation. The final desktop published versions of the documents will be made available to Full Council at its meeting.

## 9 Contribution to strategic outcomes

9.1 The preparation and adoption of these Local Plan documents for Haringey aligns with our Corporate Plan vision and objectives to actively manage and drive growth and development across the borough, specifically:

9.2 **Priority 3 (Clean and Safe Environment)** by ensuring we continue to protect Haringey's natural environment and, where possible, increase and enhance provision, public access and use (where appropriate), on new development sites or through the use of s106 and community infrastructure levy for off-site improvements.

9.3 **Priority 4 (Growth)** by maximising opportunities for significant residential and commercial growth and development targeted at areas of the Borough that can accommodate change and have the capacity to do so; provide the planning policy framework and planning tools necessary to enable and facilitate regeneration and investment in Tottenham and Wood Green.

9.4 **Priority 5 (Housing)** by providing the policy framework necessary to enable the delivery of a significant numbers of new homes and policies controls necessary to ensure such growth and development results in a high quality and attractive residential amenity.

## 10 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

### Finance and Procurement

10.1 This report requests Cabinet adopt the Alterations to the Strategic Policies 2013, the Site Allocations DPD, the Development Management DPD, and the Tottenham Area Action Plan (attached at appendices B – E).

10.2 Any further expenditure such as Desktop publishing costs, and any cost incurred with the discharge of post adoption notification, will be met from within existing Planning Service budget.

### Legal

10.3 The contents of the report are noted. Under section 23 of the Act the Council may adopt the DPDs with the modifications recommended by the examination



and additional modifications, if additional modifications do not materially affect the policies therein.

- 10.4 The adoption of the DPDs is a non-executive function to be exercised by the full Council.
- 10.5 **Under section 20(8) of the Act the Council must publish the examiner's** recommendations and reasons, and make them available at its principal office and other appropriate place during office hours, and on its website, and give notice to any person who so requested.
- 10.6 As soon as reasonably practicable following adoption, the Council must make available the local plan, adoption statement, sustainability appraisal report and details of where and when it is available for inspection in the same manner as noted in paragraph 10.4 above, and send copies of the adoption statement to anyone who so requested to be notified of the adoption and the Secretary of State.

### Equality

- 10.7 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to the need to:
- a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
  - b) Advance equality of opportunity between people who share relevant protected characteristics and people who do not
  - c) Foster good relations between people who share relevant characteristics and people who do not.
- 10.8 This duty covers the following protected characteristics: age (including children and young people), disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.9 In setting the Strategic Policies (2013), Site Allocations DPD, Development Management DPD, and Tottenham Area Action Plan DPD, the Council undertook full equality impact assessments and a range of consultations.
- 10.10 This decision refers to the independent Examination in Public of the four Local Plans and the recommendations made by the Planning Inspector in order to ensure an up-to-date Local Plan for the Borough is in place that meets all regulatory requirements. Not implementing the recommendations could mean the withdrawal of one or more Local Plan, **which would reduce the Council's** ability to influence applications. This will mean that the Council would not be able to achieve the local strategic priorities of regeneration and developing a **'Fair and Equal Borough'** – a cross-cutting theme of the Council's Corporate Plan. It is not envisaged that there will be any disproportionate negative equality impacts as a result of implementing these recommendations.

## 11 Use of Appendices

- Appendix A: Planning Inspector's Report into the four Haringey Local Plan documents
- Appendix B: The Alterations to the Strategic Policies DPD 2013
- Appendix C: The Site Allocations DPD
- Appendix D: The Development Management DPD
- Appendix E: The Tottenham Area Action Plan DPD

## 12 Local Government (Access to Information) Act 1985

- Haringey Strategic Policies Local Plan (2013) and Alterations (Pre-Submission) (2016)
- Haringey Development Management DPD (Pre-submission) (2016)
- Haringey Site Allocations DPD (Pre-submission) (2016)
- Tottenham Area Action Plan (Pre-submission) (2016)
- Wood Green Area Action Plan (Preferred Option) (2016)
- Regulation 19 Consultation Statements (2016)
- Post Hearing Modifications Consultation Statement (2017)
- Haringey Local Development Scheme (2016)

All of the above documents are available on the planning policy web pages on the Council's website, which can be accessed via <http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework>

**Report for:** Cabinet 20<sup>th</sup> June 2017

**Item number:** 17

**Title:** Disposal of the Professional Development Centre, Downhills Park Road, N17 6AR

**Report authorised by :** Strategic Director for Regeneration Planning and Development

**Lead Officer:** Assistant Director Economic Development and Growth

**Ward(s) affected:** West Green

**Report for Key/**

**Non Key Decision:** Key

## **1. Describe the issue under consideration**

- 1.1 The Professional Development Centre (PDC) (shown edged red on the plan attached to the Heads of Terms (Appendix A)) is held for education purposes and is a former school which has been used predominantly for training since 1993 (covering approximately half of the building). Parts of the building have been used for other purposes including temporarily as a school up to 2013. Currently the building also includes the Young Adults Service (YAS) and Children's services staff as well as training provided by Traded Services.
- 1.2 The report sets out terms of the disposal of the site to the Heartlands Trust on a 125 long lease for the purpose of refurbishing the building and site to provide 'The Grove' a special school for children with autism spectrum disorders.

## **2. Cabinet Member Introduction**

- 2.1 The PDC building has been used for education and training since it was built in Victorian times. The proposal to lease the building to Heartlands Trust and refurbish the building for 'The Grove' a special school for children with autism spectrum disorders continues this critical use in the Borough. It will also bring children currently travelling out of Borough back to a purpose built modern educational and purpose built facility. I recommend that the proposal is supported by Cabinet.

## **3. Recommendations**

- 3.1 Cabinet is asked to approve that:
  - a) The PDC is declared surplus to requirement and vacated ; and.
  - b) for the PDC to be disposed of to the Heartlands Community Trust for the purpose of setting up special school for children with autism spectrum

disorder. That the disposal be by way of a long leasehold interest for a term of 125 years at a premium set out in Part B of this report and based on the the Heads of Terms set out in Part B of this report.

#### **4. Reasons for decision**

- 4.1 Currently the Professional Development Centre building is part vacant and not fully utilised and does not offer appropriate accommodation in line with the council's future accommodation strategy.
- 4.2 The disposal will provide a new school, 'The Grove' by the Heartlands Community Trust which will provide up to 104 spaces for children with autism spectrum disorders in the Borough. The current occupiers will be relocated within existing Council buildings or alternative accommodation.

#### **5. Alternative options considered**

- 5.1 The alternative is to not dispose of the site. However this will mean that the Borough will continue to send children with autism spectrum disorders out of Borough or to a more expensive provider, with a resulting continued unsustainable pressure on the council's high needs block budget, which funds education services for children with special educational needs and disabilities.
- 5.2 Another alternative is to lease part of the site to the EFA. This has been explored by the EFA on the basis of refurbishment or a wholesale redevelopment. The refurbishment of part would not provide sufficient space for the school and although the building is not listed demolishing the building would mean the loss of a building with significant architectural merit.

#### **6. Background information**

- 6.1 The PDC is located in Downhills Park Road close to Turnpike Underground Station and currently houses the Professional Development Centre (PDC). It is used as a professional development centre (providing traded services and other training to, among others, teaching staff, Council officers, school governors and health professionals)and also currently houses YAS and Children's Services although there are plans in place to relocate these services. The site comprises a Victorian building and caretaker's house with playground to the rear covering approximately 0.6 hectares. The site is not located in a conservation area and the building is not listed.

##### **The Grove**

- 6.2 Heartlands High Secondary School currently runs a special school unit that will move into the new special school at the PDC and to be known as 'The Grove' once completed. The school will be for 104 students aged 4-19 with autism spectrum disorders, particularly those with more mental health needs. Haringey is fully supportive of the school and has committed to commissioning the full 61 places in the first year building up to full capacity with 104 places. Local

parents are also supportive of the school. The opening of the school will provide much needed additional special school places over the capacity of the existing specialist unit of 32 children, currently at heartlands.

- 6.3 This will meet local demand, and also provide places in Haringey for children who are currently attending independently run special schools outside of the borough. Local and maintained school provision is more attractive to families, as it means their children stay in touch with local services, but is also a more cost effective option both in terms of school costs and transport.
- 6.4 Opening the school means that Haringey will be able to bring back into the borough at least 18 children from these schools over the first three years at a saving of 38K per place totalling 684K. The new school capacity will also meet the local need for school places, preventing increasing spend over time, as the children move into the new school spaces. There are currently over 75 children with Autism in independent schools in a variety of age ranges, costing at least 2.5 million pounds to Haringey's high needs block.
- 6.5 Costs for independent schools vary from 60K minimum up to 100k for day places, at a minimum 12K more than local school places. Transport costs are a minimum of £6,700 per child, rising to 23K if an individual taxi with escort is provided. This is often required as children are travelling to a range of school sites, or may have challenging behaviour exacerbated by the lengthy school journeys.
- 6.6 The SEND service would save a minimum of £684k over a three year period by opening the 104 place ASD provision. This is based on absorbing current demand to prevent out of borough places, and by bringing children currently educated out of borough into this provision, assuming a difference of £38K saving per child brought from a more expensive, independent provision, to a less expensive maintained or free school provision.
- 6.7 EFA have looked at the viability of LocatED ( a new Government owned property company set up to secure sites for development and refurbishment) delivering the new school within the existing building at the Professional Development Centre (PDC) site . LocatED has commissioned a high level feasibility study which has concluded that the site is viable for this purpose but that if the existing buildings are to be retained the whole site is required in order to deliver appropriate provision.
- 6.8 The EFA have requested a 125 year lease at a peppercorn rent subject to planning. A premium is also proposed, providing a capital receipt to the Council. This is based on the market value of half the site (coloured in red in the plan in Appendix A) as the other site is currently designated as Education and therefore not subject to a capital receipt. Heads of terms have been agreed and are set out in Part B to of this report based on this proposal.
- 6.9 The agreed disposal figure set out in Part B of this report is subject to a valuation undertaken by the District Valuer and confirms best consideration .
- 6.10 The building currently houses three services. These are YAS, Childrens services and Traded services who provide training. YAS are due to move to

Cumberland House by the end of the year. Alternative accommodation has been identified for SEN Children's services at level 2 Alexandra House from September 2017, and this building is also being assessed for and Traded Services in order to ensure that these services continue uninterrupted. Timescales for vacant possession are being discussed with the EFA in order to dove tail emptying the building with the refurbishment programme. There is also a caretaker on site who occupies the caretakers house. This is subject to a service tenancy (details to be confirmed) which will need to be terminated or negotiated with the school.

- 6.11 The building currently has premises costs to the Council of approximately £260,000 per annum and once alternative venues are found for these services, the net saving will be circa £58k.

## **7. Contribution to strategic outcomes**

- 7.1 The recommendations in this report are related to a number of Council wide corporate policies and priorities and will help deliver the following Council outcomes and priorities as set out in the Corporate Plan 2015-2018: Building a stronger Haringey together. These include:-

- Priority 1- Enable every child and young person to have the best start in life, with high quality education. 'The Grove' will enable the Council to school pupils in Borough rather than to send them out of Borough, and the school will offer a better value approach to providing places for children with autism spectrum disorders, with links to local schools
- The Council also sets out in the Corporate Plan an overarching principle to 'work in partnership – leading local partnerships so that we achieve more, together'. The proposed collaboration and partnership working with 'The Grove' to provide a special school for children with autism spectrum disorders supports this principle.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Finance and Procurement

### **8.1 Chief Finance Officer**

This report request that Cabinet agree to that the PDC building is vacated in order for a new refurbished building to provide 'The Grove' a school for children with autism spectrum disorders.

### **Property**

The report also requests that Cabinet agree that the PDC is leased to the Heartlands Trust on a 125 year lease at a peppercorn for a premium of £2,150,000. This is based on full repairing and insuring terms for the provision of 'The Grove' School.

The agreed disposal figure of £2,150,000 is subject to a valuation undertaken by the District Valuer and confirms best consideration, this will provide the Council with a capital receipt.

There are additional costs of moving existing Council services to a new location, there are no identified budgets available to cover these costs, which are unknown at this stage.

In addition to the capital receipt Property Services will save approximately £260,000 on running costs when the the PDC is leased to the school. This saving will be mitigated by the cost of reproviding the services as per 6.11, the net saving therefore will be in the region of £58,300.

### **Traded Services**

Traded Services should provide services to schools at least break even or even provide a surplus contribution.

As part of the model that considers moving to new premises a full business case should show that the service is financially viable.

### **SEND**

SEND Placement Funding is provided through the Dedicated Schools Grant (DSG-High Needs Block), Health or LA Social Care dependant on the needs of each child.

The main funding source for this provision is largely through DSG High Needs Place Funding and Top Up Funding dependant on whether the child is a Haringey resident.

Currently the demand for placements is met through settings in both Haringey and other authority schools. Out of borough placements are usually more expensive than those provided internally.

Additionally, external placements tend incur high transport costs.

If The Grove is made available as a site to deliver SEND education services, the need for most costly out of borough placements will be reduced. Full modelling of these benefits is currently in progress.

Assistant Director of Corporate Governance,

- 8.12 The Council must obtain vacant possession of the PDC prior to disposing of the land. The PDC is held for education purposes and the Council must obtain best consideration when disposing of the site. To dispose the PDC the consent of the Secretary of State is required under the Education Act 2011 because there has been a school on the site in the past 8 years and also if any part of it is a playing field (under Section 77 of the Schools Standards and Framework Act 1998),
- 8.13 Members should note that the Academies Act 2010 gives the Secretary of State the discretion to make a transfer scheme in relation to land. So where the local authority holds a freehold or leasehold interest in land that has been used

mainly as a school in the past 8 years, the Secretary of State may on request make a scheme in relation to land that essentially necessitates the transfer of such land.

#### Equalities

8.14 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not

8.15 This decision will secure more sustainable long-term provision for children with autism spectrum disorders within Haringey, delivering additional capacity within the borough. It will enable more children with these additional needs, resident in Haringey, to access a specialist educational setting in their home borough. This will support the wellbeing of the young person, who can attend a school with closer links to other Haringey support services, and will not be required to travel as far or for as long to access a suitable education. This also significantly reduces the time and cost of school transportation for both their families and the Council.

8.16 The sale of the site to the Heartlands Trust will involve relocating staff to other facilities either owned by the Council or externally. Plans for the relocation of present services on the Council- owned portion of the site are referenced in the body of this report. The other half of this site is already owned by the EFA for use as an educational facility. In addition the caretaker currently living on site will be affected by the sale, for whom the Council will negotiate alternative arrangements.

#### 9. Use of Appendices

Appendix A – Site Plan

Appendix B – Heads of Terms set out in Part B of this report

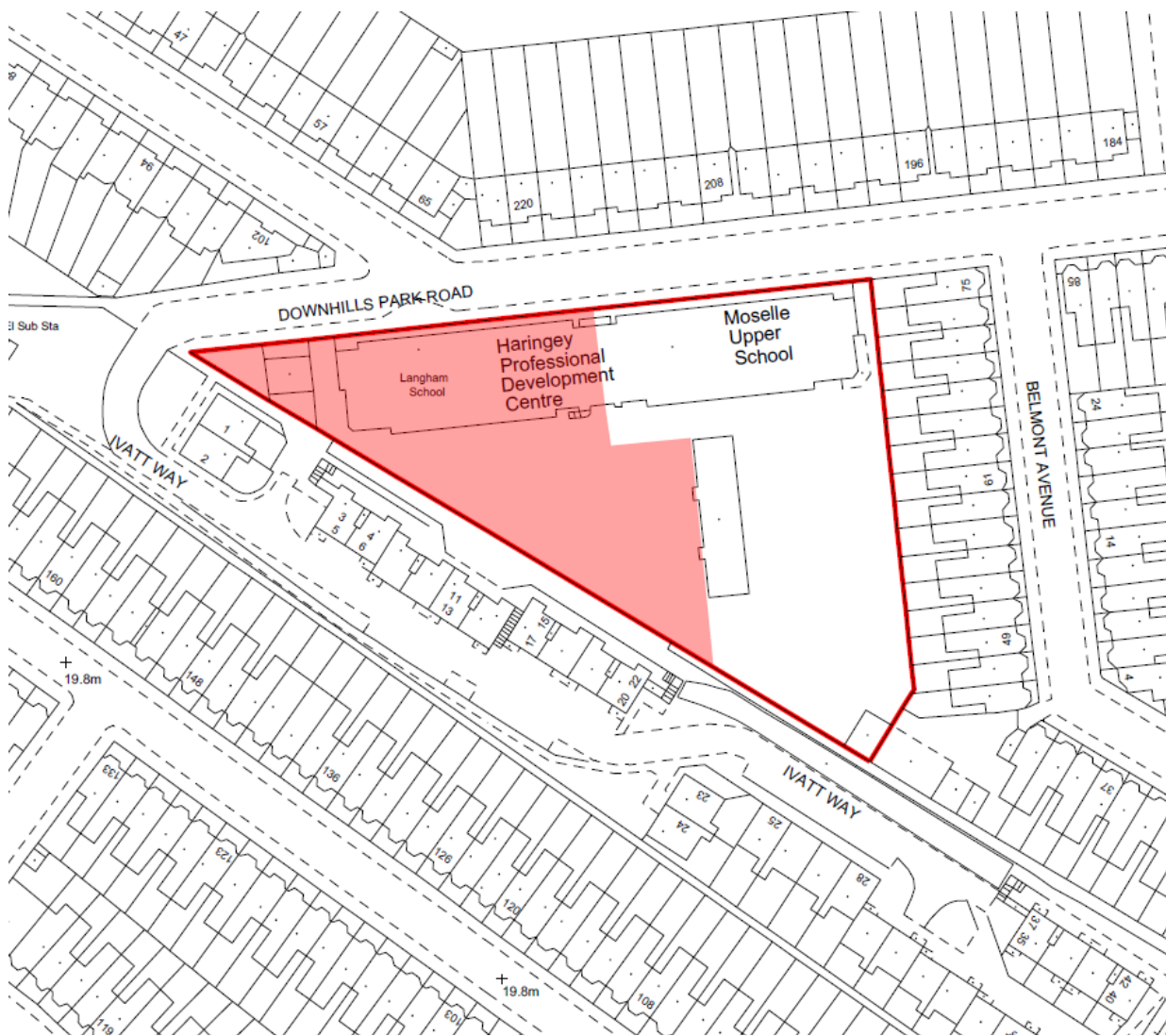
#### 10. Local Government (Access to Information) Act 1985

10.1 This report contains exempt and non exempt information. Exempt information is contained within Part B and **is not for publication**. The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972)

10.2 S. (3) Information relating to financial or business affairs of any particular person (including the authority holding that information).



Appendix A- Site Plan



**Appendix B – Heads of Terms**

See Part B of this report

Report for: Cabinet 20 June 2017

Item number: 18

Title: Establishment of the Corporate Parenting Committee and Appointment of Cabinet Members to Committees and Partnerships 2017/18& Confirmation of their Terms of Reference.

Report authorised by : Bernie Ryan- Assistant Director for Corporate Governance

Lead Officer: Ayshe Simsek – Committees Manager

Ward(s) affected: N/A

Report for Key/  
Non Key Decision: Non Key

## 1. Describe the issue under consideration

To establish the Corporate Parenting Advisory Committee.  
To appoint Members to serve on: a Cabinet subcommittee, Joint Committees, and a statutory partnership body set out below for the new municipal year 2017/18 and to confirm the terms of reference of these Committees:

- Corporate Parenting Advisory Committee
- LHC Joint Committee.
- Shared ICT and Digital Joint Committee
- Community Safety Partnership

## 2. Cabinet Member Introduction

2.1 The Corporate Parenting Advisory Committee is responsible for the Council's role as corporate parent for children and young people in care. They seek to ensure that the health, education and access to employment of children in care is maximised, monitor the quality of care provided, and also ensure that children leaving care have sustainable arrangements for their future. It is proposed to continue with the current arrangement for the Corporate Parenting Advisory Committee.

2.2 The LHC is a not for profit body set up to provide effective procurement solutions for public sector bodies, to include local authorities. The Council has been represented on the Joint Committee of the Consortium since it was established in December 2012. It is proposed that such an arrangement continues.

- 2.3 The shared ICT and Digital services was agreed in March 2016 by Camden, Haringey and Islington as an innovative approach to deliver savings while protecting critical services and supporting requirements for the Councils to transform the way they deliver services.
- 2.4 Community Safety Partnership plays an important role in ensuring that key local agencies are brought together to improve outcomes for our residents across different service areas.

### 3. Recommendations

It is recommended that for 2017/18 municipal year:

- 3.1.1 Cabinet establish the Corporate Parenting Advisory Committee, and that the terms of reference for this sub committee, attached at appendix A, be noted;
- 3.1.2 Cabinet note the terms of reference for the LHC, Shared ICT and Digital Service Joint Committee and Community Safety Partnership attached at appendix B, C, and D.
- 3.1.3 Cabinet appoint the Members, indicated below, to serve on the Corporate Parenting Advisory Committee, and the LHC Joint Committee, Shared ICT and Digital Service Joint Committee and Community Safety Partnership.

#### Corporate Parenting Advisory Committee

Chaired by the Cabinet Member for Children and Families –  
Councillor Elin Weston  
Cllr Anne Stennett,  
Cllr Pat Berryman,  
Cllr Shelia Peacock  
Cllr Felicia Opoku  
Cllr Bob Hare  
Cllr Liz Morris

#### LHC

Cabinet Member for Housing Regeneration, and Planning  
X1 Labour position - Cllr Bevan

#### Shared ICT and Digital Service Joint Committee.

Cabinet Member for Corporate Resources  
Cabinet Member for Finance and Health  
Cabinet Member for Adult Social Care and Culture[ Substitute Member]

#### Community Safety Partnership

Cabinet Member for Communities  
Cabinet Member for Children and Families

Opposition Councillor Cllr Newton

**4 Reasons for decision**

- 4.1 To keep an overview of the Councillors statutory role as a corporate parent to children in care and young people leaving care .
- 4.2 The Council currently uses LHC frameworks as an efficient way of procuring technically complex products and services for its building refurbishment and maintenance programmes.
- 4.3 By becoming a Constituent Member of LHC the Council will benefit from: influencing the future direction of LHC including the identification of new products and services which could be beneficial to the Council. Increased learning of procurement practices and technical know-how for use by the Council's officers in carrying out its own procurement programmes.  
Share of the LHC annual surplus.
- 4.4 Participation and membership of the Shared ICT and Digital Service Joint Committee will provide the Council with democratic oversight of the strategic delivery of the shared service.
- 4.5 Appointments from Cabinet are required to the Community Safety Partnership to reflect statutory duties and enable high level, accountable, strategic, oversight of issues relating community safety.

**5 Alternative options considered**

- 5.1 The Constitution advises that all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet ,in the next municipal year following their establishment, when they must be expressly renewed or they cease to exist. Therefore, the alternative option would be for the Corporate Parenting Advisory Committee to cease and this would mean that there is not a scheduled opportunity for members and officers to meet and discuss the wellbeing of children in care and to ensure that the Council is meeting its corporate parenting obligations. This Committee is different to the Children and Young People's Scrutiny Panel as it concentrates on Looked after Children and care leavers and reports directly to the Cabinet.
- 5.2 Haringey has been a member of the LHC, formerly the London Housing Consortium, for forty years. In February 2012 the Haringey Cabinet approved a recommendation to remain in the LHC Joint Committee and leaving this consortium would affect accessing some shared procurement expertise and support on compliance.
- 5.3 Not appointing Cabinet Members to the Shared ICT and Digital Service Joint was the only other option but this would not allow the Council to provide democratic oversight of key decisions affecting the joint service.

- 5.4 The Community Safety Partnership is a statutory partnership body and therefore not appointing Cabinet Members to this body is not an option.

## 6 Background information

- 6.1 All Councillors, when they are elected, take on the responsibility of corporate parents to children that are looked after by their local authority. This means that they have a duty to take on an interest in the well being and development of these children who are one of the most vulnerable groups in society.
- 6.2 The Corporate Parenting Committee has an overview of the Council's role as Corporate Parent for children and young people who are in care. It is responsible for ensuring that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment, in order to aid the transition to a secure and fulfilling adulthood.
- 6.3 The LHC Joint Committee was established under Section 101(5) of the Local Government Act 1972, as applied by Section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.
- 6.4 The LHC is comprised of nine Local Authorities, to include representatives from other London boroughs, and other boroughs outside London. It discharges the executive functions of the participating Consortium Local Authorities. Members of the Joint Committee must be appointed by the Cabinets of those authorities. Where five or more authorities form a joint Committee, Regulations provide that the membership of the joint Committee need not be entirely comprised of Cabinet members and where that is the case, other Regulations concerning publicity prior to and following the making of key decisions do not apply. To minimise the administration surrounding the Joint Committee it is written into its Constitution – see Appendix C to this report at page 1, sub paragraph 1.3 - that each participating Local Authority should appoint one Cabinet Member and one non Cabinet Member. The Council's nominees fulfil these criteria. The benefits of participating in this Committee are:

expert support in four critical areas of building procurement:

- Quality - The LHC employs technical experts to research, specify and monitor the quality of building products and services to help maintain the maximum long term value of assets.
- Efficiency - As a collaborative purchasing organisation, the LHC can gain benefits from bulk buying leading to greater efficiency savings.
- Sustainability - The LHC develops an intimate knowledge with the supply chain and engages with it, on behalf of users, to drive up the green credentials of all supply companies.

- Compliance - As public procurement legislation has grown increasingly complex and local authorities and other registered social landlords have found themselves at greater risk of challenge and litigation in relation to their procurement activities, the LHC has been able to provide valuable assistance through the provision of its regulatory compliant framework arrangements.

- 6.5 In March 2016, the Cabinet agreed for Haringey Council to join a Shared ICT and Digital Service with Camden and Islington. In August 2016, The Leader agreed the terms of reference for the Joint Committee, the Cabinet Member membership of this Joint Committee and gave delegated authority to the Chief Operating Officer, Monitoring Officer in consultation with the Cabinet Member for Corporate Resources to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared service and to give effect to this decision.
- 6.6 The Community Safety Partnership (CSP) is a statutory body established pursuant to sections 5 -7 of the Crime and Disorder Act 1998. The CSP fulfils the duty placed on local authorities to address community safety in partnership with the Police and other partners.

## 7 Contribution to strategic outcomes

- 7.1 Priority 1 – Enabling every child to have the best start in life – this includes closing the attainment gap for groups of children who typically do not achieve as highly as others, including looked after children and different ethnic groups. The Virtual School Team was established in 2009 and is a small multi-disciplinary team based in the Council and working to raise the educational attainment and attendance of children and young people. It works in close collaboration with colleagues across the authority, but also in partnership with the third sector (voluntary / community). It tracks educational progress, and monitors work with children and young people in care to help them achieve their full potential, and supports and advises those who care and work with them. The Head of the Virtual School is a regular attendee of the Corporate Parenting Advisory Committee and reports to this Committee.
- 7.2 Priority 4 - Create homes and communities where people choose to live and are able to thrive. Having access to expert support in building procurement will assist with the Council's home building projects.
- 7.3 Shared service allows the ICT service access to more resources, thus improving its ability to support all current corporate priority and transformation programmes.
- 7.4 The shared service approach also allows the Council to reduce the current costs of short term resources required by transformation programmes and priority outcomes.
- 7.5 The Community Safety Partnership supports meeting the requirements of Priority 2 – Enable all Adults to live healthy, long and fulfilling lives and Priority

5 – Creating Homes and communities where people choose to live and are able to thrive.

**8 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

**Finance**

- 8.1 The service manager confirms that these Committees can be serviced from within existing business unit resources. Members should note that these Committees do not have the authority to incur expenditure or make budgetary decisions.
- 8.2 There is no direct cost of becoming a Constituent Member of LHC. There may be an indirect cost of the Councillors attending the meeting of the Board of LHC Elected Members in London which takes place twice a year. The Council will receive a share of the annual surplus generated by the LHC. There are no other financial implications arising from this report.

**Procurement**

- 8.3 Haringey Council is not obliged to use the services or framework agreements of the LHC unless these demonstrably provide better Value for Money when compared to other options.
- 8.4 The establishment of a Joint Committee should not affect the current VfM test that is applied at a programme or project level.
- 8.5 Procurement does not need to comment on matters relating to terms of reference for the Shared ICT and Digital Service Joint Committee.

**Legal**

- 8.6 The Assistant Director Corporate Governance has been consulted on the contents of this Report.
- 8.7 The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section C and confirms that the Cabinet may establish advisory Committees the membership of which does not have to be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. These powers must be exercised with the agreement of the Leader and may be exercised by the Leader personally. The requirement to expressly renew the Corporate Parenting Advisory Committee each municipal year following its establishment is referred to in paragraph 5.1 of this report.
- 8.8 The legal and constitutional requirements relating to appointment of members to the LHC Joint Committee are referred to in paragraph 6.4: the proposed appointments comply with those requirements.



- 8.9 The Council would be liable, jointly with the other LHC Constituent Members, to cover any losses incurred by LHC. This is thought to be minimal and manageable through participation on the LHC Joint Committee.
- 8.10 The terms of reference of Shared ICT and Digital Service Joint Committee with Camden and Islington established under the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012/1019, requires the Council to appoint two members to the Joint Committee. In addition the Council may nominate substitute members, to attend, if the appointed members are not able attend. One member appointed must be the relevant Cabinet Member responsible for ICT and the other appointment to the Shared ICT and Digital Service Joint Committee (including nominating Substitutes) must be Cabinet members the Council. 8.110. The Community Safety Partnership (CSP) is a statutory body established pursuant to sections 5 -7 of the Crime and Disorder Act 1998. The CSP fulfils the duty placed on local authorities to address community safety in partnership with the Police and other partners.

### Equality

- 8.11 There are no specific equalities and cohesion implications to the proposals made in this report.

## 9 Use of Appendices

Appendix A - Corporate Parenting Advisory Committee Terms of Reference  
Appendix B - LHC Constitution  
Appendix C - Shared ICT and Digital Service Joint Committee Terms of reference  
Appendix D Community Safety Partnership Terms of Reference

## 10 Local Government (Access to Information) Act 1985

London Housing Consortium - Cabinet Report - 7<sup>th</sup> February 2012

Appointment of Cabinet Committees 2015/16 – Cabinet 16<sup>th</sup> June 2015

Appointment of Cabinet Committees 2016/17 – Cabinet 17 May 2016

## Corporate Parenting Advisory Committee

### Terms of Reference

1. To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
2. To ensure the views of children in care are heard;
3. To seek to ensure that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment to aid the transition to a secure and fulfilling adulthood;
4. To ensure that the voice and needs of disabled children are identified and provided for;
5. To monitor the quality of care provided by the Council to Children in Care;
6. To ensure that children leaving care have sustainable arrangements for their future wellbeing; and
7. To make recommendations on these matters to the Cabinet or Cabinet Member for Children and Director of Children and Young People's Service.



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This Constitution had been approved by each of the Authorities as the Constitution of the LHC Joint Committee.

## **1. Establishment of the Joint Committee**

- 1.1 The Joint Committee shall be the “LHC Joint Committee”
- 1.2 The Joint Committee is established under Section 101(5) of the Local Government Act 1972, as applied by Section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.
- 1.3 The Joint Committee shall comprise two members from each of the Authorities. Each Authority’s representatives on the Joint Committee shall be appointed by the Authority’s executive, a member of the executive or a committee of the executive, as appropriate. One member shall be an executive member and one a non-executive member.
- 1.4 A member of the Joint Committee shall cease to be a member of the Joint Committee, and a vacancy shall automatically arise, where the member ceases to be a member of the Executive of the Appointing Authority or a member of the Appointing Authority.
- 1.5 Upon being made aware of any member ceasing to be a member of the Joint Committee, the Secretary to the Joint Committee shall write to that member confirming that he/she has ceased to be a member of the Joint Committee, and notify the Appointing Authority and the other members of the Joint Committee accordingly. The relevant Appointing Authority shall appoint another qualifying member to the Joint Committee for the duration of the term of office of the original member.
- 1.6 When sitting on the Joint Committee members are bound by the provisions of the Members’ Code of Conduct for their authority.

## **2. Chairperson and Vice-Chairperson of the Joint Committee**

- 2.1 At the first meeting of the Joint Committee and thereafter at the first meeting of the Joint Committee after 1 May in any year, the Joint Committee shall elect a Chairperson of the Joint Committee and a Vice Chairperson of the Joint Committee for the following year from among the members of the Joint Committee.
- 2.2 Where a member of one Authority is elected as the Chairperson of the Joint Committee, the Vice Chairperson of the Joint Committee shall be elected from among the members of the Joint Committee who are members of the other Authorities.



- 2.3 The Chairperson and Vice Chairperson of the Joint Committee shall each hold office until:
- (i) A new Chairperson or Vice Chairperson of the Joint Committee is elected in accordance with Paragraph 2.1 above;
  - (ii) He/she ceases to be a member of the Joint Committee; or
  - (iii) He/she resigns from the office of Chairperson or Vice Chairperson by notification in writing to the Secretary to the Joint Committee.
- 2.4 Where a casual vacancy arises in the office of Chairperson or Vice Chairperson of the Joint Committee, the Joint Committee shall at its next meeting elect a Chairperson or Vice Chairperson, as the case may be, for the balance of the term of office of the previous Chairperson or Vice Chairperson.
- 2.5 Where, at any meeting or part of a meeting of the Joint Committee, both the Chairperson and Vice Chairperson of the Joint Committee are either absent or unable to act as Chairperson or Vice Chairperson, the Joint Committee shall elect one of the members of the Joint Committee present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate.

### **3. Secretary to the Joint Committee**

- 3.1 The Joint Committee shall be supported by the Secretary to the Joint Committee.
- 3.1 The Secretary to the Joint Committee shall be an officer of one of the Authorities, appointed by the Joint Committee for this purpose.
- 3.2 The functions of the Secretary to the Joint Committee shall be:
- (i) To maintain a record of membership of the Joint Committee;
  - (ii) To summon meetings of the Joint Committee in accordance with Paragraph 4 below;
  - (iii) To prepare and send out the agenda for meetings of the Joint Committee after consultation with the Chairperson and the Vice Chairperson of the Committee and the Project Director;
  - (iv) To keep a record of the proceedings of the Joint Committee and to publicise such record as is required by law;
  - (v) To take such administrative action as may be necessary to give effect to decisions of the Joint Committee;
  - (vi) Such other functions as may be determined by the Joint Committee.



#### 4. Convening of Meetings of the Joint Committee

4.1 The Joint Committee shall meet at least twice in the course of each financial year.

4.2 Meetings of the Joint Committee shall be held at such times, dates and places as may be notified to the members of the Joint Committee by the Secretary to the Joint Committee, being such time, place and location as:

- (i) the Joint Committee shall from time to time resolve;
- (ii) the Chairperson of the Joint Committee, or if he/she is unable to act, the Vice Chairperson of the Joint Committee, shall notify to the Secretary to the Joint Committee; or
- (iii) The Secretary to the Joint Committee, after consultation where practicable with the Chairperson and Vice Chairperson of the Joint Committee, shall determine in response to receipt of a request in writing addressed to the Secretary to the Joint Committee:

- (a) from and signed by two members of the Joint Committee, or
- (b) from the Chief Executive of any of the Authorities,

which request sets out an urgent item of business within the functions of the Joint Committee.

4.3 The Secretary to the Joint Committee shall settle the agenda for any meeting of the Joint Committee after consulting, where practicable:

- (i) The Chairperson of the Joint Committee;
- (ii) The Vice Chairperson of the Joint Committee;

and shall incorporate in the agenda any items of business and any reports submitted by:

- (a) the Chief Executive of any of the Authorities;
- (b) the Chief Finance Officer to any of the Authorities;
- (c) the Monitoring Officer to any of the Authorities;
- (d) the Legal Adviser to the Joint Committee;
- (e) the Director of the LHC Operations Group;
- (f) any two members of the Joint Committee in accordance with Paragraph 8.1(iii) below.



## **5. Procedure at Meetings of the Joint Committee**

- 5.1 The Joint Committee shall, unless the member of the Joint Committee presiding at a meeting or the Joint Committee determines otherwise, conduct its business in accordance with the Joint Committee Procedure Rules set out in Appendix One to this Constitution
- 5.2 The Chairperson of the Joint Committee, or in his/her absence the Vice Chairperson of the Joint Committee, or in his/her absence the member of the Joint Committee elected for this purpose, shall preside at any meeting of the Joint Committee.

## **6. Powers Delegated to the Joint Committee**

- 6.1 The Joint Committee shall act as a strategic forum for LHC, providing direction to the Operations Group. Its executive decision-making powers shall include the following:
- (i) identification of the overall strategic objectives of the LHC;
  - (ii) management of the LHC
  - (iii) overseeing and monitoring the work of the Operations Group;
  - (iv) setting the staffing structure of the LHC
  - (v) overseeing the procurement of framework agreements on behalf of the Authorities
  - (vi) overseeing the provision of technical advice and consultancy services provided by the LHC Operations Group.
- 6.2 The Joint Committee may make such other executive decisions from time to time as are necessary for the efficient operation of LHC.
- 6.3 Without prejudice to Paragraph 6.1 above, it is hereby declared that the following functions are reserved to each of the Authorities and shall not be within the powers of the Joint Committee:
- (i) All non-executive functions of any of the Authorities.
  - (ii) Any decision which is contrary to or not wholly in accordance with the Budget approved by each Authority for the Joint Committee, or is contrary to an approved policy or strategy of any of the Authorities;

## **7. Attendance at meetings of the Joint Committee**

- 7.1 Notwithstanding that a meeting or part of a meeting of the Joint Committee is not open to the press and public, the officers specified in Paragraph 7.2 below of each of the Authorities shall be entitled to attend all, and all parts, of such meetings, unless the particular officer has a conflict of interest as a result of a personal interest in the matter under consideration.





7.2 The following are the officers who shall have a right of attendance in accordance with Paragraph 7.1:

- (i) the Chief Executive of any of the Authorities;
- (ii) the Chief Finance Officer to any of the Authorities;
- (iii) the Monitoring Officer to any of the Authorities;
- (iv) the Director of the LHC Operations Group

## **8. Financial Regulations, Officer Employment Procedure Rules and Contract Standing Orders**

8.1 The Joint Committee shall operate under the Financial Regulations, Officer Employment Procedure Rules and Contract Standing Orders of the London Borough of Hillingdon ('Hillingdon').

## **9. Amendment of this Constitution**

9.1 This constitution may be altered by resolution of a meeting of the Joint Committee supported by a majority of the members voting provided that notice in writing of such alterations has been given to the Members of the Joint Committee by the Secretary to the Joint Committee not less than 21 clear days before the meeting.

## **10. Lead Borough Arrangements**

10.1 Hillingdon shall act as lead borough for and on behalf of all the Authorities in relation to:

- (i) the employment of the staff of LHC,
- (ii) insurance,
- (iii) financial oversight,
- (iv) the entering into of legal relations where LHC would enter such relations were it a competent legal entity,
- (v) Secretary to the Joint Committee.

10.2 The LHC Operations Group shall be employed by Hillingdon and the terms and conditions of staff within the LHC Operations Group shall be those used by Hillingdon.

10.3 Hillingdon shall effect insurance for all the insurable risks of LHC including employer's, public, professional and motor contingency liability insurance together with all other risks which it considers appropriate to cover, in order to protect the liabilities and assets of the Authorities.



10.4 Hillingdon shall enter all contractual and other legal relations for LHC and shall defend or settle any proceedings issued for liabilities arising from the activities of LHC.

10.5 The method of calculating the reimbursement of the costs of performing lead borough functions shall be on such basis as the Joint Committee shall from time to time approve. Calculations relating to payments of reimbursement of costs to lead boroughs shall be presented to the Joint Committee for information.

## **11. Indemnities**

11.1 The Authorities (which for the elimination of doubt includes Hillingdon) in equal shares shall indemnify Hillingdon against any costs, losses, liabilities and proceedings which Hillingdon may suffer as a result of or in connection with its obligations herein provided that any such costs are not due to any negligent act or omission (determined at law) of Hillingdon or any breach by it of its obligations.

11.2 Hillingdon shall indemnify the Authorities against any costs, losses, liabilities and proceedings which the Authorities may suffer as a result of or in connection with any breach by Hillingdon of its obligations and/or any negligent act or omission (determined law).

## **12. LHC Operations Group**

12.1 Notwithstanding that Hillingdon shall be the employer of the staff, the Joint Committee shall determine the structure of the staffing group from time to time to ensure that the LHC can carry out its role efficiently and effectively.

12.2 The Director shall report to the Joint Committee on all activity relating to the work of the Operations Group at least annually.

12.3 Notwithstanding that Hillingdon shall, as employer, be responsible for the staff of the LHC in circumstances where either the Joint Committee or the LHC cease to exist, the Authorities shall co-operate with each other with a view to finding continued employment for the displaced staff with one or more of the Authorities.

## **13. Budget**

13.1 An annual budget showing forecasts and estimates for income and expenditure for the following two years shall be presented for approval by the Joint Committee annually.

## **14. Surpluses and deficits**

14.1 The method of calculating the share of the surplus due to LHC members shall be on such basis as the Joint Committee shall from time to time approve. Calculations relating to payments of surpluses to LHC members shall be presented to the Joint Committee for information. Any deficits



arising from the activities of the LHC Operations Group shall be borne equally between the Authorities.

## **15. Premises**

15.1 Any premises relating to the work of the LHC Joint Committee must be owned or leased by one of the Authorities.

15.2 Premises currently occupied by the LHC Operations Group are leased by the London Borough of Hillingdon.

## **16. Withdrawal from membership of the Joint Committee**

16.1 If any of the authorities wishes to withdraw from membership of the Joint Committee that authority shall give notice to the Secretary to the Joint Committee by no later than 30 September in any year and that authority shall cease to be a member of the Joint Committee on 1 April in the following year.

16.2 From the date of giving notice up to and including 31 March in the following year the authority which has given notice shall remain a full member of the Joint Committee and shall be entitled to receive its full share of any distributed surplus or will be liable to pay its full share of any deficit, as the case may be, for the financial year in which its membership ceases.

## **17. Interpretation**

17.1 In this Constitution the following words and phrases shall have the following meanings”

“Authority” means each of the London Boroughs of Ealing, Hackney, Haringey, Hillingdon, Islington, Tower Hamlets and Buckinghamshire County Council and “Authorities” shall mean all of these Authorities.

“Council” means each [as above] and “Councils” shall mean all of these Councils.

“Director” means the officer of the London Borough of Hillingdon who acts as Director of the LHC Operations Group

“The Joint Committee” means the LHC Joint Committee comprised of members of each of the Authorities.

“LHC” means the London Housing Consortium which exists to provide specialist technical and procurement services to building programmes undertaken by participating local authorities and other public sector bodies and provides framework arrangements for such procurement services to such bodies



“The LHC Operations Group” means such team of officers from the Authorities, as the Authorities shall establish to manage LHC under the guidance of the Joint Committee.

“The Secretary to the Joint Committee” means the officer of one of the Authorities appointed for the time being by the Joint Committee to perform this function.



## **Appendix One      Joint Committee Procedure Rules**

### **1      Application**

- 1.1 These procedure rules apply to all meetings of the Joint Committee, any Sub-Committee of the Joint Committee, and to decisions of individual Joint Committee Members and executive decisions taken by officers under powers delegated from the Joint Committee.

### **2      Allocation and Delegation of Functions**

- 2.1 Where the Joint Committee is responsible for the discharge of a function, it may arrange for the discharge of that function by a Sub-Committee of the Joint Committee or by an officer.
- 2.2 Where a Sub-Committee is responsible for the discharge of a function, it may arrange for the discharge of that function by an officer.
- 2.3 Where a function has been delegated by the Joint Committee or a Sub-Committee of the Joint Committee, the Joint Committee or Sub-Committee may at any time resume responsibility for the discharge of that function by giving notice in writing to the person or body to whom the function has been delegated, with a copy to the Secretary to the Joint Committee.
- 2.4 Where a Sub-Committee of the Joint Committee or officer has been given delegated powers in respect of a function, that body or person may at any time refer the matter back for decision to the body by which the power was delegated.

### **3      Meetings**

- 3.1 The Joint Committee shall meet as necessary for the effective discharge of its functions. Any Sub-Committees shall meet as necessary to discharge their functions.
- 3.2 The Joint Committee shall meet at such time, date and location as may be determined:
- (i) by the Joint Committee;
  - (ii) by the Chairperson of the Joint Committee or if the Chairperson is unable to act, the Vice-Chairperson;
  - (iii) following a request from any two members of the Joint Committee and notified to the Secretary to the Joint Committee;
  - (iv) following a request from the Chief Executive of any of the Authorities



and notified to the Secretary to the Joint Committee.

- 3.3 Meetings of Sub-Committees shall be on such time, date and location as the Sub-Committees may determine and notify to the Secretary to the Joint Committee.

#### **4 Summons and Agenda Procedure**

- 4.1 All meetings of Joint Committee and Sub-Committees shall be summoned by the Secretary to the Joint Committee.

- 4.2 Except in cases of special urgency, at least 5 clear working days before the meeting, the Secretary to the Joint Committee shall prepare and send to each member an agenda setting out:

- (i) The identity of the body;
- (ii) The time, date and location of the meeting;
- (iii) The business to be transacted at the meeting, including:
  - (a) A report concerning the finances of LHC
  - (b) Any reports and recommendations from any of the Authorities;
  - (c) Any reports or recommendations from the Joint Committee, or a Sub-Committee;
  - (d) Any notices of motion to, or referred to, the Joint Committee;
  - (e) Any petitions to, or referred to, the Joint Committee;
  - (f) Any reports to be made by statutory officers of any of the Authorities;
  - (g) Any matters which the Chair has notified to the Secretary to the Joint Committee for inclusion in the agenda;
  - (h) Any reports to be made by the Project Director or other officers of any of the Authorities appropriate to the proper discharge of the Joint Committee's business;
  - (i) Consideration of the Joint Committee's work programme
  - (j) Where practicable, an indication that the Secretary to the Joint Committee is of the opinion that it is likely that the press and public will be excluded from all or part of the meeting.

- 4.3 No business may be transacted at a meeting which is not specified in the agenda or supplementary agenda for the meeting unless the Chairperson of the Joint Committee or Sub-Committee agrees that the item should be considered as a matter of urgency. The reason for the urgency shall be specified in the statement of decision.

- 4.4 The agenda shall be accompanied by any reports and documents necessary for the decision-maker(s) to discharge the business effectively. Each such report shall be in such standard form as the Secretary to the Joint Committee may prescribe and shall include a list of all background papers which the author of the report has relied upon in compiling the report. As a matter of principle, any written report relating to a matter



included in the agenda should be made available and circulated at the same time as the agenda, but where this is not practicable because of the urgent nature of the matter, the agenda will state that the report is to follow and the report will be circulated as soon as possible after the circulation of the agenda for the meeting.

## 5 Rights of Attendance and Audience

5.1 Agendas of the Joint Committee and of any Sub-Committee meetings and reports, except those marked “Not for Publication”, will be available for inspection on request by the public at the offices of the constituent Authorities during normal office hours.

5.2 The presumption is that all meetings of the Joint Committee and of any Sub- Committees shall be open to the public. However:

- (i) Where the Secretary to the Joint Committee is of the opinion that it is likely that the press and public will be excluded from all or part of a meeting, he/she shall so indicate on the agenda and may withhold from the press and public any report or background paper which would disclose confidential or exempt information;
- (ii) The Joint Committee and any Sub-Committee must exclude the press and public from any part of a meeting at which confidential information is likely to be disclosed;
- (iii) The Joint Committee and any Sub-Committee may exclude the press and public from any part of a meeting:
  - (a) at which exempt information is likely to be disclosed; or
  - (b) at which officers will provide a briefing to members on a matter on which a decision is likely to be taken on the matter within the next 28 days;

5.3 Where the Joint Committee or a Sub-Committee excludes the press and public from a meeting, all members of the constituent authorities who are not members of the Joint Committee or Sub-Committee, as appropriate, shall leave the meeting unless specifically invited to remain. This provision shall not apply to:

- (i) the Chief Executive of any of the Authorities;
- (ii) the Chief Finance Officer to any of the Authorities;
- (iv) the Monitoring Officer to any of the Authorities;
- (v) the Director of the LHC Operations Group.



- 5.4 All documents which are open to public inspection will normally be available at least five clear days before the relevant meeting. Where a report is not available when the agenda is published, the report shall be made available for public inspection when it is made available to members of the Joint Committee.
- 5.5 Any Member (of any of the Authorities) may:
- (i) Provide the Secretary to the Joint Committee, before the day on which the meeting is to be held, with representations in writing in respect of any matter on such an agenda, in which case the Secretary to the Joint Committee shall ensure that such representations are provided to the decision-maker(s);
  - (ii) Attend the meeting and address the decision-maker for up to 5 minutes in respect of the matter to be decided.
- 5.6 Members of the public may submit to the Secretary to the Joint Committee comments in writing about any matter on an agenda for a meeting before the day on which the meeting is to be held. Where practicable, such comments will be reported to the decision-maker(s)

## 6 Departure Decisions

- 6.1 The Joint Committee and any Sub-Committee shall not take a decision which is contrary to or not wholly in accordance with an Authority's approved Budget or the Authority's approved plan or strategy for borrowing and capital expenditure, and which is not within the approved virement limits, but shall refer the proposed decision to all relevant Authorities for determination.
- 6.2 The Joint Committee and any Sub-Committee shall not take a decision which is contrary to an Authority's Policy Framework, but shall refer the proposed decision to all relevant Authorities for determination.
- 6.3 Paragraphs 6.1 and 6.2 shall not apply where the decision -
- (i) is urgent (in the sense that the interests of the Authority, its area or the inhabitants of the area are at risk of suffering unacceptable damage if the decision were to be deferred.); and
  - (ii) the Secretary to the Joint Committee has notified the Chairperson of Scrutiny Committee of the relevant Authority or, if he/she is unable to act, the Chairperson of Council or, if he/she is unable to act, the Vice-Chairperson of Council of the intended decision and the reasons for urgency and that Councillor has notified the Secretary to the Joint Committee in writing that he/she agrees that the matter needs to be determined as a matter of urgency.





6.4 In each instance where an urgent decision is taken under Paragraph 6.3 above, the decision-maker(s) shall as soon as reasonably practicable after the making of the decision, submit a report to each relevant Authority setting out the particulars of:

- (i) the decision which has been taken
- (ii) the reasons why the decision was urgent, and
- (iii) the reasons for the decision itself.

6.5 The Secretary to the Joint Committee shall ensure that a report setting out each urgent departure decision is presented to the next convenient meeting of the relevant Scrutiny Committee.

## **7. Overview and Scrutiny**

7.1 Decisions of the Joint Committee will be subject to scrutiny and call-in by the Authorities. Each of the Authorities will apply their existing overview and scrutiny arrangements to decisions of the Joint Committee.

7.2 The Secretary to the Joint Committee will publish a record of the decisions of the Joint Committee within 3 clear working days of a meeting and will send a copy of the decisions to a nominated person of each Authority.

7.3 Each nominated person will publish the record of decisions within his/her Authority on the day of notification at which point the requirements of the Authorities' Overview and Scrutiny Procedure Rules shall apply in relation to the call-in of any decision.

7.4 If a decision of the Joint Committee is not called-in in any of the Authorities by the expiration of 5 clear working days from the date on which the nominated persons were provided with a record of the decision and the Secretary to the Joint Committee has not been notified of any such call-in then the decision may be implemented forthwith.

7.5 If a decision is called-in in one or more of the Authorities, the overview and scrutiny arrangements of each Authority which has called-in the decision shall apply as if the decision was one made by that Authority's own executive. When the appropriate overview and scrutiny committee has considered the matter and determined whether or not to agree with the decision of the Joint Committee, the nominated officer of each Authority which has called-in the decision shall notify the Secretary to the Joint Committee of the outcome of such consideration.

7.6 If the decision of each relevant overview and scrutiny committee is to agree with the decision of the Joint Committee, the Secretary to the Joint Committee will notify each nominated officer and the decision may be implemented forthwith.



- 7.7 If the decision of one or more relevant overview and scrutiny committees is to recommend to the Joint Committee an alternative course of action, then the decision of the Joint Committee shall be held in abeyance until further consideration is given to the matter at the next appropriate meeting of the Joint Committee.
- 7.8 At the meeting of the Joint Committee at which the matter is considered further, the Chair of the relevant overview and scrutiny committee(s) may attend and address the Joint Committee upon the decision of his/her overview and scrutiny committee and in relation to the alternative course of action recommended.
- 7.9 The Joint Committee will reconsider the proposed decision and may affirm it, or amend it as it considers appropriate.

## **8 Rules of Procedure**

- 8.1 The Chairperson shall preside at meetings of the Joint Committee. In his/her absence, the Vice Chairperson shall preside. In the absence of both Chairperson and Vice Chairperson, the meeting shall elect a member of the Joint Committee to preside for the duration of the meeting.
- 8.2 Each Sub-Committee shall elect a Chairperson. In his/her absence, the Sub-Committee shall elect a member to preside for the duration of the meeting.
- 8.3 At each meeting of the Joint Committee the following business will be transacted:
- (i) Apologies for absence
  - (ii) Declarations of interest
  - (iii) Matters arising from the minutes of the previous meeting
  - (iv) Matters set out in the agenda for the meeting.
- 8.4 The person presiding at a meeting shall conduct the meeting in accordance with these Procedure Rules.
- 8.5 The person presiding at the meeting may vary the order of business at the meeting.
- 8.6 The person presiding at the meeting may invite any person, whether a member or officer of the Joint Committee or a third party, to attend the meeting and to speak on any matter before the meeting.

## **9 Quorum**

- 9.1 The quorum for a meeting of the Joint Committee or a Sub-Committee shall be three members each from a separate authority

## **10 Record of Attendance**



- 10.1 All Joint Committee Members and Sub-Committee members present during the whole or part of a meeting must sign their names on the attendance sheet before the conclusion of the meeting.

## **11 Disorderly Conduct**

- 11.1 If in the opinion of the person presiding, any member of the Joint Committee or of a Sub-Committee misbehaves at a meeting by persistently disregarding the ruling of the person presiding, or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the Joint Committee or a Sub-Committee, the person presiding may move not to hear the member further. If the motion is seconded it shall be put to the vote without discussion.
- 11.2 If in the opinion of the person presiding, the member persistently misbehaves after such a motion has been carried, the person presiding may require the removal of the member for such period as the person presiding shall determine. The person presiding may if necessary adjourn or suspend the sitting of the Joint Committee or Sub-Committee.
- 11.3 If a member is required to leave a meeting under this Procedure Rule, the member is not entitled to vote during the period of exclusion.
- 11.4 If a member of the public or Councillor who is not a Joint Committee or Sub-Committee Member interrupts the proceedings at any meeting, the person presiding may issue a warning. If the interruption continues the person presiding may order the person's removal from the room or chamber in which the meeting is being held.
- 11.5 In case of general disturbance in any part of the chamber open to the public the person presiding may order that part cleared. If the person presiding considers it necessary, he may adjourn or suspend the sitting of the Joint Committee or Sub-Committee.

## **12 Voting**

- 12.1 Whilst the Joint Committee shall seek to operate by consensus, matters under consideration shall be determined by a majority vote of those members present and voting
- 12.2 Voting is generally by a show of hands.
- 12.3 Any Joint Committee or Sub-Committee Member may ask for a vote to be recorded. Individual votes will then be taken by way of a roll call and recorded in the minutes so as to show how each member present and voting gave his vote.
- 12.4 Any Joint Committee or Sub-Committee Member may ask that his/her



individual vote be recorded in the minutes.

- 12.5 Whenever a vote is taken by show of hands and not by roll call, the person presiding shall ask for those in favour and those against to vote in turn. He will then ask those abstaining from voting to indicate accordingly. Any member may ask for the number of those in favour, the number of those against and the number of those abstaining to be recorded in the minutes.
- 12.6 A member may not change his/her vote once he/she has cast it and another member has been called upon to vote.
- 12.7 If a member arrives before the casting of votes has been commenced he/she is entitled to vote.
- 12.8 Immediately after a vote is taken any member may ask for it to be recorded in the minutes that he/she voted for or against the question, or that he/she abstained.
- 12.9 A matter shall be considered to be approved if it receives the votes of a majority of those members entitled to vote who are present and voting. In the event that the votes cast for and against a proposal are equal, the person presiding, will have a second and/or casting vote. There shall be no restriction on the manner in which the casting vote is exercised.
- 12.10 Where there are more than two persons nominated for any position to be filled by the Joint Committee or a Sub-Committee, and no person receives more than one half of the votes given, the name of the person having the least number of votes will be struck off the list and a fresh vote taken, and so on until a clear majority of votes is given in favour of one person.

### **13 Recording the Decision**

- 13.1 The person presiding shall be responsible for ensuring that the Secretary to the Joint Committee is clear as to the decision taken and the reasons for that decision.
- 13.2 The Secretary to the Joint Committee shall then, as soon as reasonably practicable after the end of the meeting, prepare a statement of the decisions taken at the meeting, including:
- (i) The Joint Committee and Sub-Committee and other members of the Authorities attending the meeting
  - (ii) Any disclosures of personal or prejudicial interests
  - (iii) The decisions taken and the date of those decisions
  - (iv) Whether the decision is urgent and should be implemented directly
  - (v) A summary of the reasons for the decision
  - (vi) The options which were considered at, but rejected by, the meeting

The Secretary to the Joint Committee may consult the person presiding at the meeting as to the matters to be recorded in the minute.



- 13.3 Where the statement of decision(s) would disclose confidential or exempt information, the Secretary to the Joint Committee shall produce a formal statement of decisions of the meeting and a summary of the decisions taken at the meeting excluding such confidential and exempt information but providing a coherent account of the matters decided.
- 13.4 Where the decision is a decision upon a reconsideration of a decision on a Call-In by a Scrutiny Committee, the Secretary to the Joint Committee shall be responsible for reporting that reconsideration decision to the Scrutiny Committee.
- 13.5 The Secretary to the Joint Committee shall be responsible for circulating the statement of decisions to officers of the authority responsible for the implementation of the decision(s).

#### **14 Implementing decisions**

- 14.1 Decisions shall not be implemented until 5 clear days from the publication of the statement of decision(s) of the meeting or the decision.
- 14.2 Paragraph (a) shall not apply where the author of any report has stated therein, or the decision-maker(s) have determined, that the matter is urgent and that the interests of one or more of the constituent authorities, its area or the inhabitants of the area are at risk of suffering unacceptable damage if the decision were not to be implemented directly.
- 14.3 Where a non-urgent decision is called in by a Scrutiny Committee before it is implemented, implementation of the decision will be deferred until the decision-maker has had the opportunity to consider any request from the Scrutiny Committee for the re-consideration of the matter.



## **Appendix A**

### **Camden/Islington/Haringey Joint Committee Terms of Reference**

#### **Establishment of the Joint Committee:**

The Joint Committee shall be known as the “Shared ICT and Digital Service Joint Committee”

The Joint Committee is established under section 101(5) of the Local Government Act 1972, as applied by section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.

#### **Membership:**

1. The Joint Committee shall comprise of six members, two appointed by each of Camden Council, Islington Council and Haringey Council (“the Councils”).
2. One member appointed by each council should be the relevant Cabinet/Executive member responsible for information/digital technology
3. Every member appointed to the Joint Committee shall be a member of the Executive/Cabinet of their council. Should they cease to be a member of the Executive/Cabinet they will cease to be members of this Joint Committee. Political balance rules do not apply.
4. Each Council may nominate substitute Members who must be a member of the respective Executive/Cabinet to attend meetings of the Joint Committee, should an appointed member of the Joint Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights
5. Each Member of the Joint Committee shall be appointed annually but shall cease to be a member if s/he ceases to be a member of the Council appointing him/her or of its Cabinet/Executive or if removed by the relevant Leader.

#### **Terms of Reference:**

The Camden/Islington/Haringey Joint Committee will:

1. Provide democratic oversight over the strategic delivery of the joint digital service (the Joint Service) provided to the Councils through powers delegated to it by their Executives/Cabinets.
2. Approve the strategic service and financial plan for the service and the performance measures to ensure services are delivered to the agreed standard and within the resources provided by the Councils.
3. Receive updates on the Business Plan and the performance of the Joint Service.

4. Agree the procurement strategy for contracts relating to the Joint Service the estimated value of which exceeds £2m revenue or £5m capital and to award such contracts.
5. Suggest revisions to the Terms of Reference of the Camden/Islington/Haringey Joint Committee to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.
6. Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October 2017] that considers the options for the Shared Digital and ICT Service to be delivered via a public services company rather than a Joint Committee structure and make recommendations to the Cabinet/Executive of each of the Councils in respect of the report.
7. Delegate all matters not specified at 1-6 to the Chief Digital and Information Officer and may delegate any other matters within its terms of reference to an officer of any of the Councils. The Joint Committee shall not delegate a function to or create any Sub-Committees.
8. Notwithstanding delegation of any matters to an officer the Joint Committee may itself make decision on any such matters.

**Meetings of the Committee:**

1. The Camden/Islington/Haringey Joint Committee will meet at least twice a year.
2. Further meetings may be called by the Head of Paid Service of any of the Councils as required.
3. Meetings of the Joint Committee shall be held at the venue or venues as agreed by the Joint Committee or in respect of meetings called by a Head of Paid Service, at the venue determined by the person calling the meeting.
4. The Joint Committee shall appoint one of its nominated members as Chair and that member shall remain Chair for one year unless he or she ceases to be a Member of the Joint Committee. Each of the Councils shall hold the Chair for one year only and each Council shall hold the Chair in the following sequence (Year 1: London Borough of Camden; Year 2: London Borough of Islington; Year 3: London Borough of Haringey) and so on and so forth unless otherwise agreed between the Parties.
5. A meeting of the Joint Committee shall require a quorum of one Member of each Council who are entitled to attend and vote.
6. Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee shall be decided by a majority of the Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chair shall have a second or casting vote but before exercising this, the Chair shall consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.
7. Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.



8. In its operation and functioning the Joint Committee shall, unless varied within these Terms of Reference, be governed and abide by the Camden Committee procedure rules and standing orders applying to Committees of the Council.
9. Any member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote, shall not take part in the consideration or discussion of any business, save by leave of the Chair
10. Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph 12.
11. All decisions of the Joint Committee will be deemed Key Decisions.
12. The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A(3) of the Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.
13. Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee and officers shall take no irreversible action to implement that decision until after the call in process is completed.
14. All papers to be considered and/or decided on by the Joint Committee shall be provided to the Committee in electronic format.

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**Appendix D**  
**Community Safety Partnership - Membership List 2016/17**

	NAME OF REPRESENTATIVE
<b>Statutory partners/CSP members</b>	<p><b>Cllr Eugene Ayisi</b>, Cabinet Member for Communities (Co-chair)</p> <p><b>Helen Millichap</b>, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p><b>Cllr Martin Newton</b>, Opposition representative</p> <p><b>Cllr Elin Weston</b>, Cabinet Member for Children and Families</p> <p><b>Zina Etheridge</b>, Interim Chief Executive, Haringey Council</p> <p><b>Andrew Blight</b>, Assistant Chief Officer, National Probation Service - London for Haringey, Redbridge and Waltham Forest</p> <p><b>Douglas Charlton</b> Assistant Chief Officer, London Community Rehabilitation Company, Enfield and Haringey</p> <p><b>Simon Amos</b>, Borough Fire Commander, Haringey Fire Service</p> <p><b>Jill Shattock</b>, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p><b>Mark Landy</b>, Community Forensic Services Manager, BEH Mental Health Trust</p> <p><b>Geoffrey Ocen</b>, Chief Executive, Bridge Renewal Trust</p> <p><b>Joanne McCartney</b>, MPA, London Assembly</p> <p><b>Stephen McDonnell</b>, Interim Director for Commercial and operations</p> <p><b>Dr. Jeanelle de Gruchy</b>, Director Public Health, Haringey Council</p> <p><b>Jon Abbey</b>, Director of Children Services, Haringey Council</p> <p><b>Beverley Tarka</b>, Director Adult &amp; Community Services, Haringey Council</p> <p><b>Andrew Billany</b>, Managing Director, Homes for Haringey</p> <p><b>Helen Twigg</b>, Victim Support</p>

	<b>Tony Hartney</b> , Safer Neighbourhood Board Chair
<b>Supporting advisors</b>	<b>Nigel Brookes</b> , Superintendent, Haringey Metropolitan Police <b>Eubert Malcolm</b> , Head of Community Safety & Regulatory Services <b>Sarah Hart</b> , Commissioning Manager, Public Health <b>Susan John</b> Committee Secretariat

## **The Community Safety Partnership (CSP) – Previously amended Terms of Reference July 2015**

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### **1. Purpose**

The CSP is a statutory partnership which is responsible for delivering the outcomes in the Community Safety Strategy 2013 - 2017 that relate to the prevention and reduction of crime, fear of crime, anti-social behaviour, harm caused by drug and alcohol misuse and re-offending. The prevention of violent extremism will become a further statutory duty from 1<sup>st</sup> July 2015. The CSP has strong links to the work of the Early Help Partnership and the Health & Wellbeing Board especially in respect of mental disorder and violence prevention.

The Partnership will work towards its vision by:

- Having strategic oversight of issues relating to all aspects of community safety
- Overseeing production of rolling crime/needs assessments
- Using evidence from crime audits, needs assessment and other data sources to plan value for money services and interventions
- Closely monitoring changes and trends in performance
- Making decisions in an inclusive and transparent way

### **2. Principles**

The following principles will guide the CSP's work. It will seek to:

- Solve problems with long-term positive outcomes
- Balance risk and harm
- Seek long-term solutions to areas of multiple deprivation
- Maximise resources (co-locating, reducing duplication and pooling budgets where possible)
- Share information effectively as a default principle
- Build on proven interventions
- Facilitate effective community input and capacity
- Integrate approaches to enforcement/front-line services
- Monitor robustly, evaluating progress and applying good practice

### **3. Responsibilities and core business of the CSP**

#### **3.1 Strategic planning:**

- To oversee the delivery of the strategic priorities for community safety, holding those responsible to account.

- To integrate, wherever appropriate, the plans and services of partner organisations.
- To ensure that the partnership is kept up to date so that it is able to respond effectively to changes in legislation, information and developments in relation to community safety.
- To identify, gain and manage funding as required to implement the Community Safety Strategy
- To review and update relevant information sharing protocols.

**3.2 Monitoring outcomes:**

- To agree a performance framework with regular monitoring and evaluation of outcomes against agreed milestones and targets.
- To monitor and review key performance indicators.
- To ensure equalities underpins the work of the partnership and all improvements deliver equality of access, outcome, participation and service experience.

**3.3 Community engagement:**

- To ensure the views of service users and residents are taken into consideration in planning and prioritising objectives.
- To remain flexible in order to respond to and help support individuals and communities that are affected by crime.

**4. Priorities and Outcomes**

4.1 The CSP is currently working on the following strategic outcomes in partnership with the Mayor’s Office for Policing and Crime and the Home Office:

<b>Outcome One</b>	Rebuild and improve public confidence in policing and maintaining community safety
<b>Outcome Two</b>	Prevent and minimise gang-related activity and victimisation
<b>Outcome Three</b>	Respond to Violence against Women and Girls*
<b>Outcome Four</b>	Reduce re-offending (through an integrated multi-agency model)
<b>Outcome Five</b>	Prevent and reduce acquisitive crime and anti-social behaviour (to include residential burglary, personal robbery, vehicle crime, fraud and theft)
<b>Outcome Six</b>	Prevent violent extremism, delivering the national PREVENT strategy in Haringey

\*This has been renamed from the original ‘Domestic and Gender-based violence’

## **5. Operational protocols**

### **5.1 Membership**

The membership of the CSP will:

- reflect statutory duties
- be related to the agreed purpose of the partnership
- be responsible for disseminating decisions and actions back to their own organisations and ensuring compliance
- be reviewed annually

The list of current members and advisors is attached on page 5

### **5.2 Chairing arrangements**

The CSP is currently being co-Chaired by the Cabinet Member for Communities and the police Borough Commander.

### **5.3 Deputies and representation**

Partner bodies are responsible for ensuring that they are represented at an appropriate level. It is not desirable to delegate attendance unless this is absolutely necessary. Where the nominated representative is hampered from attending, a deputy may attend in their place.

### **5.4 Co-opting**

The Board may co-opt additional members by agreement who will be full voting members of the Board.

### **5.5 Ex-officio**

The partnership may invite additional officers and other stakeholders to attend on an ex-officio basis, who will not be voting members of the CSPB, to advise and guide on specific issues.

### **5.6 Confidentiality**

The CSP has a strategic remit and will not therefore discuss individual cases. However, the disclosure of information outside the meeting, beyond that agreed, will be considered as a breach of confidentiality.

### **5.7 Meetings**

- Quarterly meetings will be held
- A meeting of the CSP will be considered quorate when at least one Chair and a representative of each of the local authority, health and police are in attendance.
- Attendance by non-members is at the invitation of the Chairs.
- The agendas, papers and notes will be made available to members of the public when requested, but meetings will not be considered as public meetings.

## **5.8 Agendas**

Agendas and reports will be circulated at least five working days before the meeting, after the agenda has been agreed by the Chairs. Additional late items will be at the discretion of the Chairs.

## **5.9 Partner action**

Representatives will be responsible for ensuring that all key issues are disseminated back to their organisations, ensuring compliance with any actions required and reporting back progress to the CSP.

## **5.10 Interest**

Members must declare any personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.

## **5.11 Absence**

If a representative of a statutory agency is unable to attend, a substitute must be sent to the meeting. If there is no representation for three meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.





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**Report for:** Cabinet 20 June 2017

**Item number:** 19

**Title:** Delegated Decisions and Significant Actions

**Report authorised by :** Zina Etheridge, Interim Chief Executive  
Bernie Ryan AD Corporate Governance

**Lead Officer:** Ayshe Simsek

**Ward(s) affected:** Non applicable

**Report for Key/  
Non Key Decision: Information**

**1. Describe the issue under consideration**

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

That the report be noted.

**4. Reasons for decision**

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

**5. Alternative options considered**

Not applicable

**6. Background information**

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

**7. Contribution to strategic outcomes**

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council’s transparency agenda.

**8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Where appropriate these are contained in the individual delegations.

**9. Use of Appendices**

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

**10. Local Government (Access to Information) Act 1985**

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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**DIRECTOR OF (insert name of Service Area)**

**Significant decisions - Delegated Action - For Reporting to Cabinet on 20 June 2017**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

**Delegated Action**

Type	Number
Recommissioning of data base around post-16 participation	£16,474.43 1
Provision of volunteering services to young adults	£18,144.00 1
Provision of musical instruments	£12,125.00 1
Provision of management development for children's social care managers	£12,000.00 1

Director/Assistant Director Signature ..... Date 9/6/17 .....

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**Director of Public Health DCE Directorate**

**Significant decisions - Delegated Action - For Reporting to Cabinet on June 20 2017**

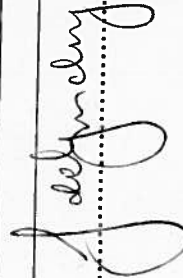
◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

**Delegated Action**

Type	Number
The Director of Public Health approved the award of contract to the successful tenderer, Davina James-Hanman, for a period of a maximum of 1 year for a value not exceeding £15,000. Approved 10 April 2017	1
The Director of Public Health awarded a contract for data extraction of GP vascular health checks to NHS North & East London Commissioning Unit (CSU) for year one £15,507 including set up in 26 GP practices and in year two, £10,367 - approved 24 <sup>th</sup> April 2017	2

Director's Signature ..... Date.....12 June 2017....



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**DIRECTOR OF ADULT SOCIAL SERVICES**

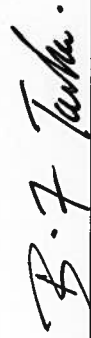
**Significant decisions - Delegated Action – May 2017**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	Nil		

**Delegated Action**

	Number
170509 Request for implementation of CSO 10.02.1 variation to IMCA contract. Contract Value (variation) £6,000.00	
170518 Delegated Decision Waiver Report Seating Matters Ltd CSO 10.01.2d(ii). Contract Value £28,119.00	
170522 Delegated Decision Incite Solutions contract extension CSO 10.01. Contract Value £60,000.00	
170531 Contract Extension with Seven Nursing for supply of registered nurses at OGNH and CHS nurse assessors under CSO 10.02.1a. Contract Value £105,000.00	



Submission authorised by: Beverley Tarka

Beverley Tarka – Director of Adult Social Services

Date: 5<sup>th</sup> June 2017

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## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 3RD APRIL, 2017**

### **PRESENT:**

**Councillor Alan Strickland (Chair)**

#### **1. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

#### **2. URGENT BUSINESS**

There were no items of urgent business.

#### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **4. RENTS AND CHARGES FOR TEMPORARY ACCOMMODATION**

The Cabinet Member for Housing, Regeneration and Planning considered the report setting out a unified rent and charging policy for temporary accommodation.

#### **RESOLVED**

- i) That the Cabinet Member approve the 2017/18 rents for temporary accommodation as set out in 6.18 to 6.27 of the report, and 2017/18 charges for temporary accommodation as set out in 6.28 to 6.40.
- ii) That the Cabinet Member note and consider the Equalities Impact Assessment at Appendix 1 to the report.

#### **REASONS FOR DECISION**

The recommendation as set out in paragraph 3.1 of the report is proposed in order to

- a) Ensure that the temporary accommodation rents are compliant with the rent reduction provisions in the Welfare Reform and Work Act 2016 and the Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016; and
- b) Standardise rents for residents in temporary accommodation.

## **ALTERNATIVE OPTIONS CONSIDERED**

The Council could continue to charge current rents for temporary accommodation. However, where rents are above those allowed by the rent reduction provisions, these would be subject to challenge. Where rents are below these rents, there would be a loss of income to the Council.

### **5. AWARD OF HOUSING RELATED SUPPORT CONTRACTS - DOMESTIC VIOLENCE REFUGE PROVISION AND FLOATING SUPPORT SERVICES**

The Cabinet Member for Housing, Regeneration and Planning considered the report seeking approval for the award of contracts to provide Domestic Violence Refuge Provision and Floating Support Services to women and children who are fleeing from or at risk of domestic abuse.

## **RESOLVED**

That the Cabinet Member for Housing, Regeneration and Planning, in accordance with Contract Procedure Rule 16.02 :

- i) Approve the award of the contract for Lot 2, Haringey Domestic Violence Refuge Provision Service to Solace Women's Aid for an initial three year period with a value of £257,736 with the option to extend for two further periods of one year each up to a maximum value of £429,560 for 5 years;
- ii) Approve the award of contract for Lot 3, Haringey Domestic Violence Floating Support Service to Solace Women's Aid for an initial three year period with a value of £415,497 with the option to extend for two further periods of one year each up to a maximum value of £692,495 for 5 years.

## **REASON FOR DECISION**

As a result of a joint procurement exercise with Islington and Enfield Councils, carried out in accordance with the Lead Council's Contract Standing Orders and the Public Contract Regulations 2015 it is proposed to award contracts to the successful tenderer as outlined in 3.1 and 3.2 of the report in line with CPR 16.02.

## **ALTERNATIVE OPTIONS CONSIDERED**

The extension of the existing refuge and floating support DV contracts from 1 August 2016 are due to expire and there is no further facility to extend beyond 31 July 2017. It was therefore necessary to tender to continue to provide service to women at risk of domestic and sexual violence.

De-commissioning the services was considered, but despite financial pressures on the Council this option has been ruled out as it would result in worse outcomes for victims of domestic violence. The refuge and floating support services address the Council's Violence Against Women and Girls Strategy 2016-2026 requirements for specialist services for women victims and survivors of domestic violence.

A procurement exercise by Haringey was also considered. The joint borough approach was adopted in order to increase transparency of provision, share resources and best practice across the three boroughs and establish a basis for future collaboration.

**6. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**7. EXCLUSION OF THE PRESS & PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting for the following item as it contained exempt information as defined under Paragraph 3 of Schedule 12A of the Local Government Act 1972, namely information relating to the business or financial affairs of any particular person (including the Authority holding that information).

**8. AWARD OF HOUSING RELATED SUPPORT CONTRACTS - DOMESTIC VIOLENCE REFUGE PROVISION AND FLOATING SUPPORT SERVICES**

The Cabinet Member for Housing, Regeneration and Planning considered the exempt information in relation to this report.

**9. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 4TH APRIL, 2017**

### **PRESENT:**

**Councillors: Claire Kober**

#### **1. FILMING AT MEETINGS**

Noted.

#### **2. URGENT BUSINESS**

None.

#### **3. DECLARATIONS OF INTEREST**

None.

#### **4. AWARD OF CONTRACTS FOR NORTH CENTRAL LONDON FOR 1) GENITO-URINARY MEDICINE (GUM) AND 2) SEXUAL HEALTH REPRODUCTIVE SERVICES (SRH)**

The Leader considered the report which sought recommendation to award contracts to Central and North West NHS Trust (known as CNWL) for North Central London for Genito-Urinary Medicine (GUM) and Sexual Health Reproductive Services (SRH), which were tendered as lots 1a and 1b respectively, following a Competitive Procedure with Negotiation completed as one stage tender.

The recommended provider submitted a strong tender bid which clearly demonstrated their expertise and commitment to providing the services required and meeting the service outcomes as specified. They have a strong track record of delivery of sexual health services and demonstrated a number of areas of added value.

**RESOLVED** that the award of contract to the Central and North West NHS Trust for lots 1a - Genito-Urinary Medicine (GUM) services and lot 1b - Sexual Health Reproductive Services (SRH) be approved as follows:

- a) Lot 1a - GUM services, for a period of 5 years from 1 July 2017 at an estimated cost of £7,963,771 for the initial 5-year term with the option to extend the contract for 3 further periods of one year each at an estimated cost of £1,608,073 for each of these years. The maximum total estimated cost of the contract is therefore £12,787,991.
- b) Lot 1b - SRH services, for a period of 5 years from 1 July 2017 at an estimated cost of £258,335 for 5 years or £51,667 per annum with the option to extend the

contract for 3 further periods of one year each. The maximum total estimated cost of the contract is therefore £413,336 over 8 years.

**Reasons for decision**

From 1 April 2013, local authorities were mandated to ensure that comprehensive, open access, confidential sexual health services were available to all people in their area (whether resident in that area or not).

**Alternative options considered**

The Public Health team could have acted outside of the London Sexual Health Transformation Programme (LSHTP) and re-procured as a single local authority. However it chose to be part of the LSHTP which is a partnership between 29 London boroughs with the purpose of creating a collaborative approach to commissioning sexual health services. The LSHTP case for change and business case demonstrated that the level of improvement in quality and cost reduction that all London clinics needed could only be obtained by commissioning at scale. For this reason Haringey gained agreement from Cabinet in December 2015 to procure as an NCL sub region.

**5. ITEMS OF URGENT BUSINESS**

There was no such business.

**6. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED that the press and public be excluded from the meeting as item 7 contained exempt information as defined in Paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972.**

**7. AWARD OF CONTRACTS FOR NORTH CENTRAL LONDON FOR 1) GENITO-URINARY MEDICINE (GUM) AND 2) SEXUAL HEALTH REPRODUCTIVE SERVICES (SRH)**

NOTED the exempt report.

**8. ITEMS OF EXEMPT URGENT BUSINESS**

There was no such business.

CHAIR: Councillor Claire Kober

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 4TH APRIL, 2017**

### **PRESENT:**

**Councillors: Ali Demirci (Chair)**

#### **1. FILMING AT MEETINGS**

Noted.

#### **2. URGENT BUSINESS**

None.

#### **3. DECLARATIONS OF INTEREST**

None.

#### **4. HARINGEY'S DISCRETIONARY HOUSING PAYMENTS POLICY FOR 2017/18**

Councillor Demirci considered the report which sought approval for Haringey's Discretionary Housing Payments Policy for 2017/18. There was a change in the policy from previous years, as set out in paragraph 5.8 of the report in that recipients would no longer need to be in receipt of Housing Benefits in order to receive one off payments.

#### **RESOLVED that**

- i. the Haringey Discretionary Housing Payments Policy 2017/18 be approved as the means by which the Council will determine how the DHP funds will be allocated during the 2017/18 financial year, having regard to the Equalities Impact Assessment.
- ii. the recommended changes to the policy for 2017/18 as set out in paragraph 5.8 of the report be noted.

#### **Alternative options considered**

Consideration has been given to the option of continuing with Haringey's existing DHP Policy. The policy is reviewed each year in line with the new allocation of funding; as such this option is viable; with the inclusion of the clarification regarding lump sum payment awards.

#### **5. NEW ITEMS OF URGENT BUSINESS**

There was no such business.

CHAIR: Councillor Ali Demirci

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 4TH APRIL, 2017**

### **PRESENT:**

**Councillor Claire Kober (Chair)**

#### **1. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

#### **2. URGENT BUSINESS**

There were no new items of urgent business.

#### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **4. DISCRETIONARY BUSINESS RATES RELIEF CONSULTATION - REVALUATION SUPPORT**

The Leader considered the report seeking approval to start consultation with council tax payers and local businesses on options for a new discretionary relief scheme for 'revaluation support'. The Leader noted that, subsequent to the publication of the report, the recommendation had been amended to provide for a longer period of consultation, and that a consultation period of 5 weeks was now proposed, to run from 12<sup>th</sup> April until 17<sup>th</sup> May 2017, with the aim to agree the final proposal at the meeting of the Cabinet in June.

The Leader noted that a longer 5 week period would allow more time for residents, businesses and the Greater London Authority to be able to respond to the consultation; the Council wished to ensure that the local business base and residents had every opportunity to shape proposals and to ensure that the Council designs a scheme which supports local businesses most effectively. The Leader further noted that other London boroughs were at the same time working up proposals for their own discretionary business rates relief schemes, and were expected to reach final decisions in June for their local areas. By extending the consultation period, the Council would have more time to consider what other boroughs were doing, and to coordinate if deemed necessary.

It was noted that the Council wished to ensure that the extra funding for discretionary relief is distributed to the local business base as quickly as possible. By continuing to initiate the consultation early in April, this will help ensure that a final decision on the

new scheme can be reached in June and the extra relief distributed to those eligible shortly thereafter.

## **RESOLVED**

- i) That the Leader agree that the Council consult on its Discretionary Business rates Relief Policy for 'Revaluation Support' for a period of 5 weeks, from 12<sup>th</sup> April to 17<sup>th</sup> May 2017.
- ii) That the Leader agree that the consultation seek views from residents, businesses and the Greater London Authority (GLA) as precepting authority on the following proposals and options:
  - a) Designing a discretionary relief scheme that distributes Haringey's allocation of Government funding across local businesses facing an increase in their business rate bills as a direct result of the revaluation. The amount of relief given to an individual business eligible for the scheme would be proportional to the amount that a business' bill has increased following the revaluation.
  - b) The option to set aside a proportion of the Government's funding to strategically target extra support at businesses facing severe and immediate hardship from the revaluation and who can demonstrate a sustainable longer term business plan.
  - c) The option to give preference to small and medium sized firms and independents, over multinational and large national businesses with high turnovers on the grounds that the latter are financially more likely to be able to pay higher business rate bills than the former.
  - d) The option to prioritise relief on public interest grounds.

## **REASONS FOR DECISION**

Haringey Council will be expected to use discretionary business rates relief to distribute the Government's extra funding for 'revaluation support' to those businesses that have seen increases in their bills. By going out to consultation with residents and businesses this will help inform and shape options for the design of this discretionary relief scheme.

The rationale behind the proposal and options we are consulting on are to:

- Target relief at businesses that are facing an increase in their business rate bills following the revaluation, encompassing different sizes, sectors and locations across the borough.
- Distribute the extra relief in a way that is proportionate to how much a businesses' bill has gone up by, and in a fair manner.

- Ensure that the extra relief is distributed to local businesses quickly and smoothly.
- Be relatively simple for the Council to administer.

### **ALTERNATIVE OPTIONS CONSIDERED**

To delay or not go out to consultation on proposals and options for a new discretionary business rates relief scheme for 'reevaluation support'.

This option is not being considered because:

- Engaging early with residents and businesses through this consultation will help shape proposals and options for the new relief and ensure that we design a scheme which supports local businesses most effectively.
- The Council wants to ensure that the Government's extra funding for discretionary relief is distributed to our local business base as quickly as possible. Initiating the consultation now rather than later will help ensure that a final decision on the new scheme can be reached in June.

Other alternative options have been considered and discounted from including in the consultation for the following reasons:

- Haringey Council could use its own funds to 'top-up' the Government's allocated funding for implementing this extra discretionary relief. This option has been discounted because it would result in a financial cost for the Council at a time when the organisation needs to find financial savings as part of its medium term financial strategy.
- To target all of the Government's funding for discretionary relief at one particular high street, regeneration zone or economic sector. This option has been discounted because the 2017 revaluation will have significant impacts on all high streets and localities across the borough, and impact upon retail, workspace and industrial sectors. To concentrate all the Government's funding on just one locality or sector within the borough would be unfair.
- To target all of the Government's funding for discretionary relief through a large scale 'hardship fund' which businesses would apply for. This option has been discounted because of the significant administrative challenges for assessing thousands of applications on a case by case basis. It would not be practical, could lead to lengthy delays in awarding relief and treat businesses inconsistently.

## **5. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CHAIR:

Signed by Chair .....

Date .....



## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON WEDNESDAY, 12TH APRIL, 2017, 10:00**

### **PRESENT:**

**Councillor Alan Strickland, Cabinet Member for Regeneration, Housing & Planning**

### **Also present:**

**Councillor Clive Carter, Highgate Ward.**

#### **1. FILMING AT MEETINGS**

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

#### **2. URGENT BUSINESS**

None

#### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest

#### **4. APPROVAL TO ENTER INTO GRANT AGREEMENTS WITH TOTTENHAM HOTSPUR FC TO DELIVER HERITAGE AND PUBLIC REALM IMPROVEMENTS FOR NORTH TOTTENHAM**

The Director of Regeneration introduced the report as set out.

In response to a query around the extent of Section 106 funding that Tottenham Hotspur Football Club (THFC) had contributed, the Cabinet Member clarified that the decision being sought was to enter into grant agreements to deliver heritage and public realm improvements and that the level of Section 106 funding was agreed as part of the planning permission process for the new football stadium.

In response to another question around the extent to which THFC were benefitting from significant sums of public money, the Cabinet Member acknowledged that the original Funding and Investment Package for North Tottenham agreed in 2012 was made up of public funding, and that the majority of the funding came through the GLA. The Cabinet Member reiterated that the proposed heritage and public realm improvements supported the Council's regeneration ambitions in North Tottenham and would ensure the continued preservation of the heritage assets in the area. The

Cabinet Member outlined that the funding relevant to this decision was £7.5m for heritage and public realm funding within the 2017/18 financial year.

**RESOLVED**

- I. To grant approval to enter into a grant agreement with THFC to provide £2.5m for heritage improvements in the vicinity of the NDP scheme and provides delegated authority:
  - to the Director of Regeneration to agree the Heads of Terms (which shall include the key requirements set out in paragraphs 6.16 - 6.21 of the report) under which the Grant Agreement will be made; and
  - to the Director of Regeneration, after consultation with the Assistant Director of Corporate Governance, the Chief Operating Officer and the Strategic Director of Regeneration, Planning and Development, to agree the final grant agreement.
  
- II. To grant approval to enter into a grant agreement with THFC to provide £5m for public realm improvements and provides delegated authority:
  - to the Director of Regeneration to agree the Heads of Terms (which shall include the key requirements set out in paragraphs 6.11 – 6.15 of the report) under which the Grant Agreement will be made; and
  - to the Director of Regeneration, after consultation with the Assistant Director of Corporate Governance, the Chief Operating Officer and the Strategic Director of Regeneration, Planning and Development, to agree the final grant agreement.
  
- III. To note that the grant agreements will be developed in line with the headline conditions outlined in section six of the report for the £2.5m heritage improvement funding and the headline costings in appendix 2 of the report for the £5m public realm improvement funding.
  
- IV. To note that the council has received leading Counsel's advice to ensure that these funding contributions meet all relevant State Aid requirements. Further information is set out in the Legal Comments at section eight of the report.

**Reasons for decision**

One of Tottenham's most important economic and cultural assets is Tottenham Hotspur Football Club. Securing firm plans for the delivery of the new stadium and associated mixed use development was the first step in establishing a comprehensive regeneration programme for North Tottenham and the £27m funding package approved by Cabinet in 2012 supports this ambition.

The February 2012 Cabinet report recognised the catalytic role the NDP scheme would have on regeneration in general in north Tottenham and, subsequently, the investment either delivered (phase one completed in 2013 and provides significant retail and commercial space, alongside an education campus) or committed, has been a key enabler in the development of the adjacent transformational, multi-billion pound High Road West and Northumberland Park regeneration schemes.

Given the previous commitment provided by the February 2012 Cabinet decision, the club's funding model for the stadium has always assumed public sector funding contributing to heritage and public realm improvements. Given this decision and given the progress made with the NDP scheme, to not agree to release the £7.5m funding would not display good faith on behalf of the Council and could also have a potentially destabilising impact on THFC's funding position for the remaining phases of the NDP scheme.

**Alternative options considered**

An alternative option would be for the council to take on the delivery of the improvement projects itself, rather than THFC being the delivery agents. However, the identified improvements, namely the public realm 'podium' and the heritage improvements associated with the 'Northern Terrace', are THFC owned and managed. More importantly, the podium and the Northern Terrace are components within the delivery of a many hundreds of millions of pounds, complex development scheme. THFC will be delivering the podium and Northern Terrace works as part of their overall delivery programme for the NDP scheme. There would be little logic in another party seeking to manage the delivery of these works separate from the overall NDP scheme delivery.

The 2012 Cabinet paper anticipated the release of funding between 2012 and 2014 (£3m funding for heritage improvement) and 2015/16 (£5m funding for community event and public space). However these timescales were not realised due to THFC's revised planning application, which was not expected at the time the 2012 Cabinet report was agreed.

Following discussion with THFC, and on the basis that development in line with the 2016 planning permission is demonstrably underway, it would be appropriate to ensure there are no further delays. It is therefore recommended that the funding to support the improvement projects associated with the redevelopment of the football stadium should be drawn down in 2017/18.

**5. ITEMS OF URGENT BUSINESS**

N/A

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 9TH MAY, 2017, 09:30**

### **PRESENT:**

**Councillor Ali Demirci, Cabinet Member for Corporate Resources**

#### **6. FILMING AT MEETINGS**

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

#### **7. URGENT BUSINESS**

None

#### **8. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

#### **9. CALL-OFF AGREEMENT WITH THE PROJECT CENTRE UNDER THE UMBRELLA OF AN EXISTING FRAMEWORK CONTRACT**

The Cabinet Member noted the report, which sought approval for entering into a Framework Contract with London Borough of Ealing for the provision of Highways and Transport Consultancy Services.

### **RESOLVED**

- I. That the Council enter into an Access Agreement with the London Borough of Ealing in relation to Ealing Framework Contract for Highways and Transport Services.
- II. That the Council subsequently enter into a non-binding Call-off Agreement with the Project Centre Ltd under the Framework Contract between Ealing Council and Project Centre Ltd to place orders for the provision of highways and transport consultancy services for the period until the expiry of the Framework Contract on 15 November 2020.
- III. To approve the placing of orders under the Call-off Agreement with Project Centre Ltd up to a combined maximum value of £1,000,000 per annum for the duration of the Framework Contract.

**Reasons for decision**

Due to a fluctuating work load and the availability of funding, there are occasions when the Sustainable Transport service have been unable to deliver additional highways and transport services beyond the current work programme. The use of external consultancy services will allow the Council to cater for additional demand peaks, and to do so in a cost-effective manner.

**Alternative options considered**

The contractual arrangements described in this report are intended to ensure that the Council can access professional and technical support in advance of the development and implementation of a procurement strategy that will provide a long term solution for the provision of the services required. The strategy to be developed will comply with the requirements of the Public Contracts 2015 (‘the ‘Regulations’) that govern the advertising, tendering and award of contracts valued above the EU threshold for the provision of Services.

**10. NEW ITEMS OF URGENT BUSINESS**

N/A

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF MEETING CABINET MEMBER SIGNING HELD ON Tuesday, 16th May, 2017, MEETINGACTUALTIMERANGE**

**PRESENT:**

**Councillors: Claire Kober**

**ALSO ATTENDING: John Everson, Stephen Lawrence Orunwense, Ayshe Simsek**

### **11. FILMING AT MEETINGS**

The Leader referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

### **12. URGENT BUSINESS**

There was no urgent business to consider.

### **13. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **14. HARINGEY AND ISLINGTON WELLBEING PARTNERSHIP**

The Leader was aware in her role as Chair of Health and Wellbeing Board, that organisations in Haringey and Islington have been working ever more closely together to address the health and care needs of the population. Service redesign, through integrated working, as this approach enables better provision of services in the future.

Health and care organisations in Haringey and Islington wanted to formalise this approach and were doing so by signing up to the attached Haringey and Islington Wellbeing Partnership Agreement (**Appendix 1**). At this stage, the agreement sets out the reasons for working collaboratively and the ways in which this may be done. It sets commitments to increased collaboration and timescales for achieving these milestones.

A formal commitment to the Partnership Agreement was needed from the respective borough's decision making bodies and it was envisaged that any decisions arising from the Islington and Haringey Wellbeing Partnership Board, which is an informal body, would be taken back through the decision making structures of partner organisations.

## **RESOLVED**

To agree that the London Borough of Haringey becomes a signatory of the Haringey and Islington Wellbeing Partnership Agreement which was attached as Appendix 1.

### **Reasons for the Decision:**

The statutory Health and Wellbeing Boards in Haringey and Islington have been meeting in common for over 8 months and have agreed to meet as a single joint subcommittee from June 2017. The demographics, health and care needs of the people of the two boroughs are similar and benefits have been identified in tackling the challenges facing health and social care systems together. The Boards have also supported the development of a Partnership Agreement between partner health and care organisations in Islington and Haringey in order to better address service improvements.

The Partnership Agreement sets out the governance structure for health and care partners, working together, to deliver: better health and care services, to reduce inequalities and improve health and wellbeing outcomes for the people of Haringey and Islington. This agreement includes formal commitment to the Islington and Haringey Wellbeing Partnership Board which will be the forum through which system wide partnership working will be taken forward and will interact with a range health and social care groups to enable better delivery of services through closer working.

Community involvement is also a key factor of the governance structure and it includes a 'community reference committee' to ensure engagement, co-production and assurance of user involvement in service redesign. Local stakeholders are being supported to co-produce the stakeholder input to the Wellbeing Partnership governance arrangements.

A formal commitment to the Partnership Agreement is needed from the respective borough's decision making bodies and it is envisaged that any decisions arising from the Islington and Haringey Wellbeing Partnership Board, which is an informal body, would be taken back through the decision making structures of partner organisations.

This governance structure could also enable partners, in future, to work together towards the full collaboration of an accountable care system. Such sharing should build the base for future delegation of powers to the Partnership.

### **Alternative options considered**

No other formal partnership arrangements with other boroughs have been considered at this time. Haringey and Islington councils are both facing similar health and care issues in their populations, are neighbouring boroughs and this agreement would build on the existing positive history of joint working between these boroughs. Not taking forward a partnership agreement would impact on the focus and structure of the organisations working together to tackle health inequalities and also mean that



services such as education, housing, planning, which have a real impact on people's health and wellbeing, are not fully involved in a much needed wider approach to meeting the health and care needs of both borough's populations.

## **15. HARINGEY'S DESIGN FRAMEWORK FOR INTEGRATED HEALTH & CARE**

The Leader considered the attached report which set out the progress made in developing a Design Framework for Integrated Health & Care in Haringey that seeks to ensure all adults in Haringey are able to live Healthy, Long and Fulfilling Lives. This had been developed by working with Public Health, Haringey CCG, and other key stakeholders.

The report described a framework between Public Health prevention opportunities and health and social care services that will help address the demand and budget challenges faced by the system now and in the future.

The Design Framework, at this point, was meant to provide a strategic point of reference in continuing to develop and inform a model of integrated health and care for the future with key stakeholders and partners.

It was designed to ensure a clear and consistent process and 'framework' to align the transformation and development of health and care services, reducing the risk of fragmentation and missed opportunities to use limited resources more effectively.

It also underpinned locally the work to develop the Haringey and Islington Wellbeing Partnership agreement, which provides the opportunity to shape and integrate services across a wider footprint.

The Assistant Director for social care put forward the representations of the Learning Disability Sub Group of the Adult Social Care Programme Oversight Group, strongly supported by the Dementia Sub – Group which expressed full support for the position which the Learning Disability Sub Group had taken.

The representation started by commenting on the timing of this report and whether there had been allowed enough time for meaningful consultation on the report, continuing with objection to the content of the proposals and the manner in which they felt they were being imposed.

Responding to the timing of proposals, the Assistant Director advised that that the council and partners had been working with stakeholders over 12 months and building on previous consultation on the Better Care Fund and Corporate Plan developments. The report, which was not a key decision, had been put forward to May in order to accompany the Health and Wellbeing Partnership agreement which was already on the Forward Plan for agreement as a key decision in May.

The Assistant Director provided assurance that the approach outlined was not designed to be a single way of approaching transformation or service development, but a valuable point of reference to progress work and thinking. It was not an end point but provided a strategic point of reference for working with partners to make best use of resources to improve outcomes.

The Assistant Director also highlighted that co-production and engagement with stakeholders was not a one off activity but part of an on- going conversation. The council and partners with stakeholders were committed to developing and improving this approach as part of the next step proposals.

The groups expressed concern about the applicability of the prevention pyramid to those whose conditions were not known by anyone to be preventable and in particular the future priority which will be given to services for those with dementia , autism and other learning difficulties who cannot be helped by re-ablement, recovery, or rehabilitation.

The group expressed that there was benefit from specific interventions such as cognitive and behavioural programmes for people with dementia and 'positive behaviour support' programmes for people with learning difficulties and challenging behaviour. But these programmes required skilled and experienced staff and premises in which they can work.

In response to these concerns, the Assistant Director emphasised that a prevention approach is part of the council's strategy to manage and support those people who can be prevented from a deteriorating health and care situation. He outlined the joining up of analysis and services around different 'at risk' groups.

He explained that in developing the preventions pyramid, the value of understanding and mapping the council's and health partners whole population approach to different health conditions and vulnerable groups of residents was regarded as an important next step. Those groups of people where this has been highlighted was important and included those with learning disabilities, mental health conditions, people who are becoming frail and those at risk of CVD and diabetes.

The Assistant Director reiterated that the council will work with partners and stakeholders, using the evidence of where we should be targeting effort to inform next steps.

The Learning Disability Sub Group of the Adult Social Care Programme Oversight Group expressed strong concerns about the potential neglect of specific social care needs. There was no breakdown of the different categories of Adults currently receiving social care and no costings of current provision for adults in these categories or indications of how they were likely to be affected by the current wave of closures of residential and day care facilities.

In response, the Assistant Director recognised that the design framework in its current form cannot reflect the diversity of experience or needs of all of the borough's population, particularly those who need specialist services, due to overarching nature of the approach, so the report was recommending building on the strategic framework by exploring with service users, carers and other partners how it applies to different groups of vulnerable people.

It was also outlined that to support this, there was currently a joint review with users and carer representatives on whether the current arrangements for resident

involvement provide the oversight and the opportunities for co – design required to deliver on the principle recommended in the Design Framework.

The Learning Disability Sub Group of the Adult Social Care Programme Oversight Group questioned the evidence and research that informed the thinking behind the Design Framework.

In response, the Assistant Director reiterated that the Design Framework proposed in the report provided a strategic point of reference for working across a rapidly changing landscape both as a council and with our partners. The research and evidence was reflective of that used by other local authorities nationally, however as work developed to refine the approach in different areas, more detailed research and evidence would inform this, such as the 'Positive Behaviour Support' approach highlighted by the group.

The design framework would therefore help shape and focus developments over time, for example to reflect the circumstances of those with more specific complex needs and their carers.

The Leader thanked the Assistant Director for his response to the representations and was clear that the Design Framework was the start of a process and the concerns by stakeholders would need to be worked through as part of the ongoing development of the Framework. The Leader noted that the Assistant Director was due to meet with the sub group on Thursday to start the process of taking forward and responding to concerns.

## **RESOLVED**

1. To agree the approach set out Paragraph 6.9 and **Appendix 1** and that the Design Framework be used as the strategic point of reference in continuing to develop the Council's model of integrated health and care with key stakeholders and partners.
2. To agree the next steps set out in Paragraph 6.10 in the application of the Design Framework. That is to:
  - *Strengthen and align the Council and Haringey CCG approach to co-design*
  - *Establish shared governance arrangements with Haringey CCG to address shared challenges & opportunities*
  - *Join-up analysis and services around different 'at risk' resident groups developing the Design Framework to reflect their specific circumstances e.g. those with Autism and Learning Disabilities and their carers.*

## **REASONS FOR DECISION**

Adult Social Care and Health partners in Haringey, Islington, North Central London, pan-London and Nationally are operating in a highly constrained environment, with demand projected to rise at a time when funding is under considerable pressure.

The changes that will determine the financial sustainability of local services and the quality of life for our residents requires action from a wide range of stakeholders, with health and care services aiming at the same outcomes of prevention and early help to maximise independence and wellbeing .

Residents and community groups have a central role in helping both develop and inform approaches, with all council services needing to have due regard for the way their policies and decisions can enhance, or hinder, the ability of our residents and communities to live healthy, long and fulfilling lives.

We need to address fundamental questions about how we use resources and deliver services differently with our partners and we need to continue to work on these challenges together. This agenda will only become more significant over the medium term and Haringey are playing a leading role in seeking innovative solutions as part of the Haringey & Islington Wellbeing Partnership and the NHS Sustainability and Transformation Plan across North Central London.

In that context, without a process and a framework to align the transformation and development of our health and care system, there is a risk of fragmentation and missed opportunities to use limited resources more effectively.

The Design Framework proposed in this report provides a strategic point of reference for working across this rapidly changing landscape both as a council and with our partners. It will need to develop over time, for example to reflect the circumstances of those with more specific complex needs and their carers, but it represents a process that will help to keep our residents and those who use services at the centre of our decision-making.

## **ALTERNATIVE OPTIONS CONSIDERED**

Initial thinking focused on the role of adult social services in developing a target operating model. However to continue with the design and development of adult social services without recognising the role of Public Health, Health and other key stakeholders, in shaping our work with partners within the Council, with local partners and across North Central London would risk fragmentation of health and care services and reduce the ability to coordinate resources for greatest impact across the local and wider system.

Secondly, developments to aim for a more fixed and detailed integrated target operating model across the whole health and social care system was also considered. However it's lack of flexibility with partners, feedback from stakeholders and opportunities to evolve our thinking together in a time of dynamic change helped to steer thinking towards a 'Design Framework' approach. This embeds our commitment

to working closely with stakeholders in Haringey (such as Haringey CCG), into Islington (as part of the Wellbeing Partnership) and across North Central London (through the Sustainability and Transformation Plan) to ensure our joint developments remain responsive and joined up as we move forward.

**16. LATE ITEMS OF URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE CORPORATE PARENTING ADVISORY COMMITTEE HELD ON TUESDAY, 18TH APRIL, 2017, 19:15.**

### **PRESENT:**

**Councillors: Patrick Berryman, Jennifer Mann, Liz Morris, Felicia Opoku, Anne Stennett and Elin Weston (Chair)**

#### **1. FILMING AT MEETINGS**

The Chair referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

#### **2. APOLOGIES FOR ABSENCE (IF ANY)**

Apologies for absence were received from Cllr Hare.

Apologies were also received from Annie Walker, Kim Holt & Emma Cummergen.

#### **3. ACTIONS ARISING FROM THE MEETING WITH ASPIRE**

NOTED: The actions listed in the notes of the meeting with Aspire.

The Committee noted with the thanks the work undertaken, and the progress made by the Director of Housing Demand around the Housing pledge.

#### **4. URGENT BUSINESS**

None.

#### **5. DECLARATIONS OF INTEREST**

None.

#### **6. MINUTES**

The minutes of the meeting held on 6<sup>th</sup> February 2017 were AGREED.

The Committee requested a short update on the impact of the recent fostering campaign advertised on Sky and whether this had resulted in any potential foster parents coming forward. **(Action: Sarah Alexander).**

#### **7. MATTERS ARISING**

The Committee NOTED the Corporate Parenting Agenda Plan 2016/17

## 8. PERFORMANCE MANAGEMENT

RECEIVED the report on Performance for the Year to the end of February 2017. Report included in the agenda pack (pages 13 to 20).

NOTED in response to discussion:

- An overall improving trajectory in relation to the majority of performance indicators.
- 437 children were in care on the last day of February 2016 or 72 per 10,000 population including 36 unaccompanied asylum seeker children. There has been a gradual increase in the level of children in care in comparison to the position at the end of March 2016 - 30 more children in care. Haringey's rate of looked after children in 2015/16 was within the inter-quartile range and close to the rate of its statistical neighbours (69 per 10,000 population), although the current rate remained above the London (51) and national average (60).
- At the end of February, 95% of looked after children had an up to date Care Plan.
- The latest published data shows Haringey's position as second in the country for achievement in both Maths and English A\*-C at GCSE (45.2%) and top in Attainment 8. On the Progress 8 measure Haringey ranks 6<sup>th</sup> nationally but also had more Children looked After pupils (25) than any of the top 5 Local authorities.
- The Committee commended the excellent GCSE results and formally congratulated the work of all involved including the virtual school
- The average duration of care proceedings for concluded cases was 26 weeks during the period September to December 2016 which represented a further improvement from the 32.5 weeks in Q2 and 37 weeks in Q1. It was the first time the authority had achieved the target figure of a 26 week average case duration.
- Haringey's latest 3 year rolling average position for timeliness of children placed for adoption, published in the Adoption Scorecard in April 2017 was 683 days for the period 2013-16, against a target figure of 426. The Committee noted that whilst significantly above the government target, Haringey's performance was similar to the average of its statistical neighbours at 696 days.
- 83 or 22% of Looked After Children at the end of February were placed 20 miles or more from Haringey compared to a 16% target and 19% at the end of March 2016. However, there were good reasons for those placements outside the borough, with many linked to complex care requirements or long term foster



care arrangements. Although higher than national levels this proportion remained just slightly above the average for London.

- The Chair advised the Committee that performance related to care leavers notably around the number in suitable accommodation, those in education employment and training and the number in touch with the local authority; were being picked up through the care leaver group and that a full update on this work would be provided to the Committee at a future meeting, likely to be the autumn.
- 82% of Children in Care visits were recorded as completed in the relevant timescales in February. 76 children were recorded as having an overdue visit at the 28<sup>th</sup> February, most of these within the young people in care team. Performance in this area has remained below target since October 2014.
- The Chair commented that performance around children in care visits had continued to lag behind improvements in other areas and sought assurances around what was being done to improve performance. In response, officers advised that monthly performance panels were undertaken with representatives from the virtual school and the performance team to review individual cases where visits were late, and to hold team managers and individual social workers to account.
- The Committee requested that an adoption paper be brought to the next committee outlining the reasons behind the fall in adoptions and also setting out the local, regional and national picture. **(Action: Sarah Alexander)**.
- The Committee requested that the full adoption scorecard also be shared at a future performance update, once it was published. **(Action: Margaret Gallagher)**.
- In response to a query around the reasons behind worsening performance on the percentage of dental visits; the Committee was advised that in most cases where a 6 monthly visit was missed, the visit did occur but was perhaps a month or two late. This was particularly the case with older children. It was also noted that there was likely some issues with the inputting of data. The Committee requested further qualitative information was provided on the extent of dental health within the LAC, as appose to just the number that received a dental visit within 6 months for the October meeting. **(Action: Lynn Carrington)**.
- The Committee requested that a short report for noting be brought to the next committee which outlined some of the key issues and examined whether the performance measure used for dental visits was the most appropriate. **(Action: Margaret Gallagher)**.
- The Committee was advised that the some of the main reasons behind care leavers who were not in touch with the Council included asylum seekers who had gone underground and young people who were in the prison system, and probation services had failed to pass on their whereabouts. The Committee

requested a briefing outlining the reasons behind Haringey having a higher proportion where care leavers no longer required services (13% compared to 3% nationally). **(Action: Dominic Porter Moore & Margaret Gallagher).**

AGREED to note the report.

## 9. HOUSING OFFER TO LAC

The Committee noted the discussion on the Housing pledge discussed during the earlier meeting with Aspire.

The Committee were advised that elements of the Housing pledge would either be incorporated into a wider Aspire pledge, or that there would be an Aspire focused version of the Housing pledge.

The Chair reiterated that she would like to have a regular Aspire agenda item on future Full Council meetings and that the Aspire pledge would hopefully be ready for Annual Council on 22<sup>nd</sup> May. It was proposed that the Housing pledge could be then adopted at the following Full Council meeting.

It was agreed that the Clerk would circulate the Housing pledge to the Committee for final comments. **(Action: Clerk).**

## 10. HARINGEY PLEDGE

The Committee noted the discussion on the Aspire pledge discussed during the earlier meeting with Aspire.

It was agreed that the Clerk would circulate the Aspire pledge to the Committee for final comments. **(Action: Clerk).**

The Committee agreed to inviting two members of the Aspire group to present the pledge to Full Council.

## 11. FOSTER CARE CONTRACT

NOTED the Commissioning of Foster Care Recruitment report introduced by the Head of Service, Children in Care and Placements, which was included in the agenda pack at pages 21-23. The Committee was advised that a review was undertaken in 2016 and it was agreed to put the contract out to tender. This was unsuccessful and no bids were received for the contract. Following the tender, a market testing exercise was undertaken by the Commissioning team which identified 4 external providers. A further tendering exercise was undertaken, which resulted in a solitary bid for the contract. The bid was assessed in March and it was concluded that the provider did not meet the requirements of the tender on cost grounds.

The Head of Service, Children in Care and Placements advised that an interim contract with the former contractor had been extended until the end of June 2017. The Committee noted that the contract was based on payment by results and that four new foster carers had been brought to Panel since January 2017. Given the poor market

response, it had been agreed to take forward an interim in-house model whilst other options were considered. The Committee were advised that the options were:

- A neighbouring local authority taking on the training and recruitment function.
- A partnership arrangement with a neighbouring council to take on all the activity for the fostering function recruitment training and approvals.
- The North London Fostering & Adoption Consortium providing either of the two options above as a collective.
- Implementing an in-house foster care service

It was anticipated that initial feedback on the viability of these options would be received in April. In order to ensure that the department fulfilled its statutory duty as a fostering agency, an interim recruitment team had been set up which would be working closely with the communications team.

The Committee expressed its ongoing concerns about the delays to the process and the failed attempts to go out to the market. The Chair acknowledged that nobody was happy with the current arrangements and reiterated that bringing the foster care recruitment service back in-house was one option that was being examined. Officers advised that the challenge facing the Council was ensuring that any future in-house service did not perform as poorly as it had done prior to 2014, when the decision was taken to go out to the private sector. It was suggested that strong active management of the service was key determinant in a successful service, particularly given the challenges faced in an increasingly difficult market.

The Committee sought assurances that the assessment of options and the ultimate outcome of the decision would be firmly based upon evidence. The Chair acknowledged these concerns but also cautioned that the Council needed to have appropriate foster care services in place, and that there was a balance between the need to develop a firm evidence base and the need to deliver at pace. Officers advised that the costings for the interim service were still being assessed by the Commissioning team.

## **12. VERBAL UPDATE ON PAN-LONDON ADOPTION BID**

NOTED the verbal update given by the Director of Children's Services on the Pan-London Adoption bid. A handout was tabled which set out where the planning process had got to and what the next steps and timescales were. The Committee was advised that the majority of London local authorities had signed up in principle to the joint agreement with a hub & spoke model. There were five or six authorities exploring alternative options including an agreement with the Coram adoption agency. The Committee was advised that the proposed implementation phase was scheduled for November 2018 to July 2019.

The Chair advised the Committee that they should email any further questions to herself and the DCS.

## **13. COMPARATIVE PERFORMANCE LEVELS OF LAC**

NOTED the report presented given by the Head of Virtual Schools which set out the educational performance of the LAC in relation to ethnic background, focusing in particular on black/African Caribbean children and young people in comparison with their peer group.

The Committee requested that an update on the information contained in the report be provided on an annual basis. The Committee also requested that information be provided about the gender breakdown in performance levels of the LAC. **(Action: Fiona Smith).**

**14. SUPERVISION ORDERS**

The Chair requested that the Supervision Order report be rolled over to the following meeting given that there would also be a broad paper around adoption. **(Action: Sarah Alexander).**

**15. NEW ITEMS OF URGENT BUSINESS**

None

**16. ANY OTHER BUSINESS**

In response to a query from Cllr Morris, the Chair advised that she and Cllr Arthur were looking into the campaign put forward by the Children's Society around giving care leavers a Council Tax exemption. It was noted that exemptions had already been set for the next municipal year and that the proposal could have a significant cost implication.

Future meetings

NOTED the following provisional dates:

4<sup>th</sup> July 2017

19<sup>th</sup> October 2017

16<sup>th</sup> January 2018

20<sup>th</sup> March 2018

Meetings are scheduled to start at 6.30pm.

The meeting ended at 20:40 hours.

CHAIR: Councillor Elin Weston

Signed by Chair .....

Date .....

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